Supplementary Committee Agenda

Epping Forest District Council

Cabinet
Monday, 10th March, 2008

Place:	Civic Offices, High Street, Epping
Room:	Council Chamber
Time:	7.00 pm
Democratic Services Officer:	Gary Woodhall (Research and Democratic Services) Email: gwoodhall@eppingforestdc.gov.uk Tel:01992 564470

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13. ESSEX LOCAL AREA AGREEMENT 2008-11 - 'LIBERATING POTENTIAL' (Pages 3 - 52)

(Finance, Performance Management & Corporate Support Services Portfolio Holder) To consider the attached report (C-116-2007/08).

A copy of the current draft of the Essex Local Area Agreement 2008-11 – 'Liberating Potential' has been circulated to all members of the Cabinet, with a copy also placed in the Members' Room. Further copies are available from the officers listed on the report.

Revised Appendix I circulated for consideration.

17. LOCAL BIODIVERSITY ACTION PLAN (Pages 53 - 76)

(Planning & Economic Development Portfolio Holder) To consider the attached report (C-121-2007-08).

A copy of the current draft of the Local Biodiversity Action Plan has been circulated to all members of the Cabinet, with a copy also placed in the Members' Room. Further copies are available from the officers listed on the report.

21. EXTERNAL FUNDING POLICY (Pages 77 - 132)

(Finance, Performance Management & Corporate Support Services Portfolio Holder) To consider the attached report (C-125-2007/08).

A copy of the current draft of the External Funding Policy has been circulated to all members of the Cabinet, with a copy also placed in the Members' Room. Further copies are available from the officers listed on the report.

LIBERATING POTENTIAL

The Essex Local Area Agreement 2008-2011

Introduction

[to be drafted]

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Our People

We want people to reach their potential and enjoy a high quality of life.

Achieving this will involve:

- Higher achievement in education and training
- Greater participation of children and young people in education and training
- Supporting independent living for older people
- Supporting vulnerable people
- Promoting health and leisure
    - people leading longer and healthier lives
    - less substance misuse
    - better mental health
    - more participation in sport

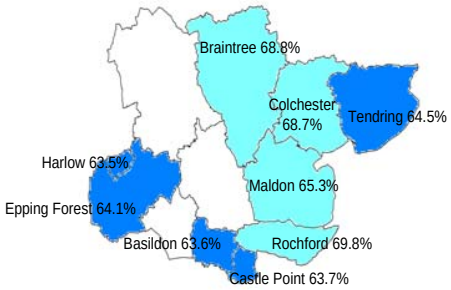
Priority 1	Children and young people realise their potential in education and training

Outcomes

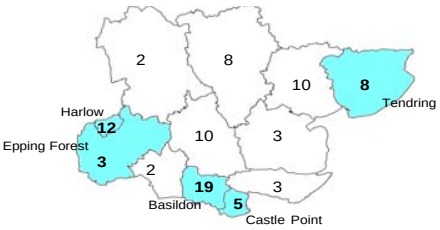
- Children achieve more at Foundation Stage (age 4-5)
- Children progress well and achieve more at Key Stage 2 (age 8-11)
- Children progress well and achieve more at Key Stage 3 (age 12-14)
- Children progress well and achieve more at Key Stage 4 (age 15-16)

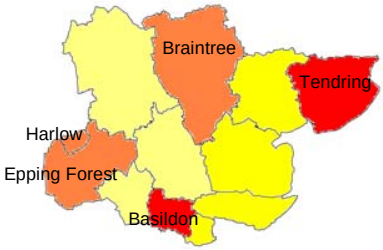
Focus

Districts where a lower proportion of children achieve 78+ in Early Years than the national average: 2006/7 (nb. national average = 71%)



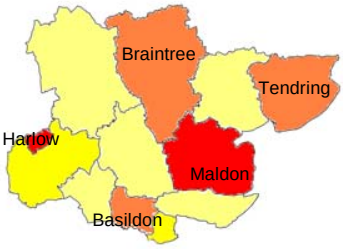
Districts with KS2 attainment in English and/or Maths below Essex average, and number of schools below floor targets for KS2 English and/or Maths: 2006





% pupils achieving Key Stage 3 Level 5 English: 2006

65-70
71-75
76-80
81-85



% pupils achieving 5 A*-C GCSEs or equivalent, inc. Maths & English: 2006

30-35
35-40
40-45
45+

Baseline and target data for districts and special groups is summarised in Annex A

Baselines and targets

Indicator	Baseline	2008/09 Target	2009/10 Target	2010/11 Target
Early Years (EYFSP) – to narrow the achievement gap at age 5 (NI 92)	2007: 37.9%			
Early Years (EYFSP) – to increase achievement for all children at age 5 (NI 72)	2007: 45%			
Key Stage 2 - to increase proportion achieving level 4+ in both English and maths (NI 76)	2007 (English): 80% 2007 (Maths): 77%			
Key Stage 1-2 – to improve proportion progressing 2 national curriculum levels in English (NI 93)	Not currently collected			
Key Stage 1-2 - to improve proportion progressing 2 national curriculum levels in Maths (NI 94)	Not currently collected			
Children in care – to increase proportion achieving level 4+ in English at Key Stage 2(NI 99)	2006: 43.8%			
Children in care – to increase proportion achieving level 4+ in maths at Key Stage 2 (NI 100)	2006: 43.8%			
Key Stage 3 - to increase proportion achieving level 5+ in both English and maths (NI 77)	2007 (English)76% 2007 (Maths):77%			
Key Stage 3 – to increase proportion achieving level 5 in science (NI 83)	2007: 73%			
Key Stage 2-3 - to improve proportion progressing 2 national curriculum levels in English (NI 95)	Not currently collected			
Key Stage 2-3 - to improve proportion progressing 2 national curriculum levels in Maths (NI 96)	Not currently collected			
Key Stage 4 – to increase proportion achieving 5 A*-C grades at GCSE and equiv incl. GCSE English and maths (NI 75)	2007: 47.2%			
Key Stage 3-4 - to improve proportion progressing equivalent of 2 national curriculum levels in English (NI 97)	Not currently collected			
Key Stage 3-4 - to improve proportion progressing equivalent of 2 national curriculum levels in maths (NI 98)	Not currently collected			
Children in care – to increase proportion achieving 5 A*-C grades at GCSE and equiv incl. GCSE English and maths NI 101)	Not currently collected			

Partnership Delivery

Delivery Options

Foundation Stage:

- Develop systems for tracking and monitoring Early Years performance on a local/district level to identify under-performing settings.
- Increase dissemination of good practice between Early Years head teachers and practitioners across Essex.
- Raise awareness and involvement of parents in Early Years provision.

Key Stage 2, 3 and 4:

- Targeting of more intensive support to underperforming schools – the LAA currently delivers targeted interventions to a subgroup of schools (including mentoring, peer coaching and monitoring) and more general support addressing under-performance in schools across Essex. There is a strong case for revisiting the selection of targeted schools now using more recent data on KS2, 3 and 4 performance - possibly at district or sub-district level.

Looked after Children:

- One option identified by SCF is to deliver more intensive, multi-agency support to individual LACs who are identified as being at risk of poor attendance/achievement – drawing on pupil data collected by the Virtual School.
- Other mooted changes, which could potentially be delivered through LAA2, include the use of e-learning, volunteer mentors, and training for corporate parents on attendance issues.

Implications for Partnership Working

Foundation Stage:

ECC already works closely with Children Centres and other Early Years settings towards raising Foundation Stage achievement. Further partnership work may be necessary with parents to create greater opportunities for them to become involved in their children's learning in Early Years. Raising Foundation Stage achievement is also part of the remit of the new TASCC teams, meaning that close partnerships will also need to be developed between the teams and Early Years settings in their local area.

Key Stage 2, 3 and 4:

There should not be any major implications for partnership working towards this priority, given the relationships that have already been developed through the current LAA. Key partners are: the ECC Improvement and Advisory Service, schools, the Libraries Service and Pupil Support Service, and Connexions. New partnerships may also have to be developed with the new TASCC teams to develop/deliver support to improve attendance.

Looked after Children:

SCF already work closely with schools and other partners towards achieving this priority, although the arrangements for this may have to be revised following the appointment of the head of the Virtual School for LACs. New partnership working arrangements will also have to be developed with the new TASCC teams, and potentially also with voluntary sector organisations (eg. CVS) to recruit/train volunteer mentors.

Contact

Name:
Email:

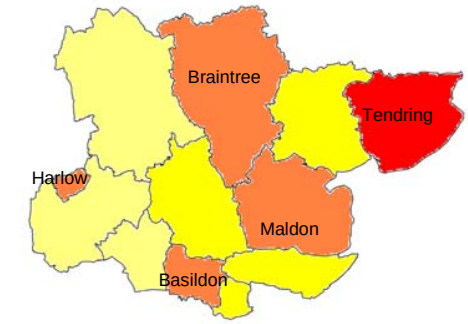
Priority 2	Fewer children and young people missing education or not in employment or training

Outcome

- To reduce the number of 16-18 year olds in Essex who are not in education, employment or training.
- To reduce number of primary and secondary school pupils in Essex who are persistently absent from school.

Focus

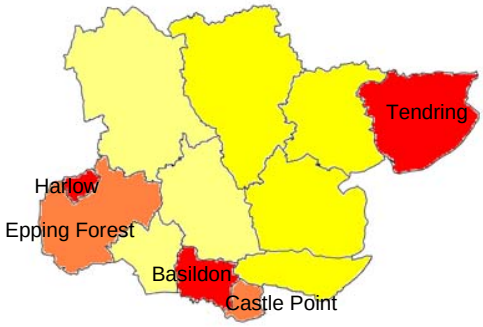
NEET population in Essex, 2007



% of 16-18 yr olds not in Education, Employment or Training: March 2007

13-11
10-8
7-5
4-2

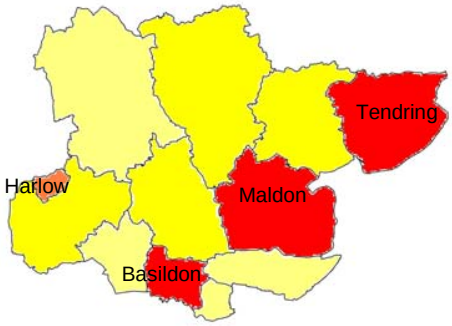
Primary school attendance in Essex, 2006-7



% primary school sessions missed: Autumn 2006 - Spring 2007

5.75-6.25
5.25-5.75
4.75-5.25
4.25-4.75

Secondary school attendance in Essex, 2006-7



% secondary school sessions missed: Autumn 2006 - Spring 2007

8.7-9.4
8.1-8.7
7.5-8.1
6.9-7.5

Baseline and target data for districts and special groups is summarised in Annex A

Baselines and targets

Indicator	Baseline	2008/09 Target	2009/10 Target	2010/11 Target
Attendance – to reduce persistent absentee pupils in primary and secondary schools (NI 87)	Autumn 2006/ Spring 2007 (primary): 2.0% (secondary): 7.1%			
16 to 18 year olds who are not in education, training or employment (NEET) (NI 117)	July 2007: 7%			

Partnership Delivery

Delivery Options

Review and if necessary revise the selection of schools targeted for support to reduce the number of students entering the NEET population. Connexions now produce sub-district level NEET figures that could be used to target support, in addition to school-level data.

Increase the involvement of parents in children's education, particularly through the new TASCC teams, to address the factors behind persistent absence and promote post 16 education and/or entry to into training or employment.

Introduce into primary schools the measures that are currently in place in secondary schools to reduce persistent absences.

Monitor and track pupils at risk of persistent absence between primary and secondary schools.

Implications for Partnership Working

Key organisations already working together to deliver this priority include:
EST Connexions
Essex County Council
Schools
Learning and Skills Council

The new TASCC teams across Essex will be important partners in achieving this priority, particularly in addressing persistent absences. This is part of their remit, and by working with parents as well as children they will be well placed to address some of the underlying factors influencing absences. New partnerships arrangements will need to be developed between TASCC teams and schools in their locality to facilitate this.

The incorporation of Connexions into ECC will potentially create further opportunities for co-ordinating efforts to address persistent absence and reduce the NEET population.

Contact

Name:
Email:

Priority 3	More older people supported to live at home with sufficient support for carers

Outcomes

- Increasing the ratio of over 65s who are helped to live at home compared to those in residential care
- Expansion of home care, preventative health care & support for carers.
- Promoting welfare rights and benefits take-up (e.g. Pension Credit).
- Increasing satisfaction of over 65s with ASC services, particularly Home Care and those directly purchased through Direct Payments and Individual Budgets to be extended from April 2008 over a five year period to 80% of ASC clients.
- Reducing the number of unscheduled acute, mental health & community hospital bed days for over 75s.
- Maximising incomes for carers
- The percentage of carers in Essex receiving a specific carer's service to increase.
- Ensure that the consideration of carers' needs is embedded in the assessment process.
- Offer information about a range of practical and emotional support services through a dedicated team as part of our Carers' Strategy.
- Expand respite care, including providing telephone assessments for carers and working to increase their take-up.

Focus

Harlow has the lowest rate of older people receiving social care services. Braintree, Brentwood & Tendring sought improvements, and Colchester, Epping & Uttlesford placed health in their top three priorities (Quality of Life focus groups, Oct 2007).

Carers: County wide – with emphasis on districts with low levels of caring, e.g. Harlow.

Baseline and target data for districts and special groups is summarised in Annex A

Baselines and targets

Indicator	Baseline	2008/09 Target	2009/10 Target	2010/11 Target
People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently (NI 139)				
Carers receiving needs assessment or review and a specific carer's service, or advice and information (NI 135)				
The number of emergency bed days per head of weighted population (NI 134)				
Delayed transfers of care from hospitals (NI 131)				
Social Care clients receiving Self Directed Support (Direct Payments & Individual Budgets) (NI 130)				

User reported measure of respect and dignity in their treatment (NI 128)					
Achieving independence for older people through rehabilitation/intermediate care (NI 125)					
Satisfaction of people over 65 with both home and neighbourhood (NI 138)					

Partnership Delivery

Delivery Options

- Essex County Council will lead on this target with support from public, private and voluntary sector partners. Social Care Direct will offer a first point of contact for older people's care, linking citizens to voluntary sector organisations and support groups. Information will be disseminated through libraries, hospitals and GP surgeries. User engagement will be encouraged in the development of care solutions
- Use the Carers Special Grant to provide, with the voluntary sector, easily accessible local support services.
- Social Care Direct as the first point of contact for voluntary sector organisations and support groups
- Signposting of carer's information and support through libraries, hospitals and in GP surgeries.

Implications for Partnership Working

- Better communication & information sharing is needed between ECC, DWP Pensions Service, PCTs & GPs.
- GPs need to identify and refer potential care users and carers who need additional support.
- ECC to provide additional support for outreach services through the voluntary sector - Age Concern, Help the Aged, Citizens Advice Bureaux, etc.
- Greater involvement of Mencap, Help the Aged & Age Concern and user groups in the formulation of care solutions
- GPs need to identify and direct carers in need of additional support, e.g. respite care, before caring adversely affects their own health

Contact

Name:
Email:

Priority 4	Vulnerable people are protected from abuse and/or neglect

Outcome

- To safeguard adults and older people from neglect and/or physical, psychological, sexual and financial abuse, without restricting their freedom of choice, or removing their dignity.
- To ensure that all service users are treated with respect and dignity
- To protect children and young people from bullying at school
- To keep children on the Child Protection register safe

Focus

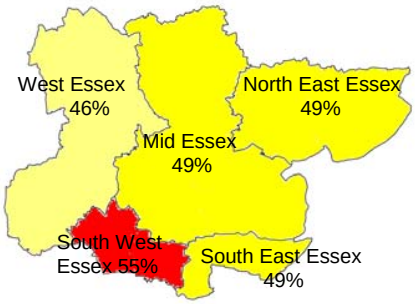
Protecting vulnerable people of all ages is an Essex wide priority.

Adults
It is applicable to all agencies helping to deliver services to Essex citizens including statutory, voluntary and independent sectors, who provide services for or who have contact with vulnerable adults.

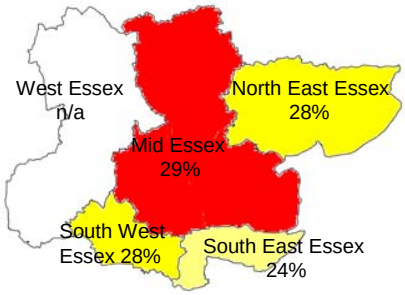
Children

% of pupils sometimes afraid to go to school due to bullying: 2007

Primary schools



Secondary schools



NB. Data on Child Protection cases not available by district in Essex.

Baseline and target data for districts and special groups is summarised in Annex A

Baselines and targets

Indicator	Baseline	2008/09 Target	2009/10 Target	2010/11 Target
Child protection plans lasting 2 years or more (NI 64)	2006/7: 3.7%			
Children who have experienced bullying (NI 69)	Not currently collected			
User reported measure of respect and dignity in their treatment (NI 128)				

Partnership Delivery

Delivery Options

Children

- Increase the number and effectiveness of anti-bullying programmes and Safer Schools Partnerships.
- Deliver more intensive, targeted support in hotspot areas or individual schools with high rates of bullying against children and young people.
- Continue staff development through training for Child Protection practitioners on the effects of domestic violence, Serious Case Reviews and neglect.
- Develop partnership working between the new TASCC teams and other partners to deliver more effective early intervention.

Adults

- Improve the effectiveness of systems to prevent abuse to vulnerable people.
- Implementation of recruitment safeguards in addition to further staff development training.
- Build on existing partnerships to ensure early intervention in cases of abuse.

Implications for Partnership Working

Children

- Essex County Council already works closely with schools, Essex Police and other partners to reduce bullying in Essex. Delivering more targeted, localised support is likely to require partnerships to be developed around the new TASCC teams, which have a remit to promote anti-bullying programmes with schools.
- The director of SCF chairs the Essex Safeguarding Children Board, which is also attended by Essex Police, Probation, Youth Offending Teams, Health Trusts and the NSPCC. The Board is still relatively new and there will be opportunities for closer work between partners in the future. Effective working relationships will also need to be developed between TASCC teams and partners working in Child Protection.

Adults

- Action for Adults should be coordinated, implemented and overseen by the Essex Vulnerable Adults Protection Committee, which is comprised of Essex County Council, Social Services, Police, Primary Care Organisations, Probation, District & Borough Councils, Department of Work and Pensions, the Commission for Social Care Inspection, voluntary organisations and care providers.

Contact

Name:
Email:

Priority 5	Longer life expectancy with lower obesity and less smoking and major health needs addressed

Outcomes

- Improve our residents' quality of life by reducing health inequalities and increasing life expectancy.
- Reduce future cost implications of health support within the county.
- Reduce the possibility of contracting secondary health conditions such as heart disease, type 2 diabetes, osteoarthritis, sleep apnoea and some cancers due to lifestyle choices.
- Increase the take up of childhood immunisation, helping to defend against possible diseases.
- Design life-long, positive health measures into our built environment. We want the location, design and layout of new developments to encourage more use of public transport, cycling and walking, safer and accessible play areas and to help develop green grids in the county.

Focus

Health promotion:
County wide but targeting areas with low MMR immunisation and breast feeding take up such as Braintree, Castle Point and Epping Forrest.

Smoking:
Basildon, Harlow, Tendring, specifically deprived wards should also be targeted

Obesity in children:
Tendring has the highest levels of obesity in reception year.
Harlow and Basildon have the highest obesity levels for year 6 children.

Obesity in adults:
Areas with a higher % of population classed as obese compared to the English average include Tendring (26.3%), Harlow (24.1%) and Basildon (23.2%).

Baseline and target data for districts and special groups is summarised in Annex

Baselines and targets

Indicator	Baseline	2008/09 Target	2009/10 Target	2010/11 Target
Healthy life expectancy at age 65				
Obesity among primary school age children in Reception Year and/or Obesity among primary school age children in Year 6 (NI 55/56)				
16+ current smoking rate prevalence (NI 123)				
All-age all cause mortality rate PSA 18 and/or Mortality rate from all circulatory diseases at ages				

under 75 and/or Mortality from all cancers at ages under 75 (NI 119/120/121/122)					
Under 18 conception rate (NI 112)					

Partnership Delivery

Delivery Options

- Develop outreach health promotion services targeting hard to reach groups and improving communication with areas low in take up of MMR immunisation and breast feeding.
- Develop information networks for parents ensuring there is access to confidential advice and support.
- Establish a cross agency task group with lead personnel responsible for delivering a robust action plan.
- The Essex Tobacco Alliance will lead on a number of initiatives including;
    - Appointing a Co-ordinator who will be responsible for the delivery of the ETA action plan.
    - Arrange a conference to facilitate awareness of the new legislation in the workplace.
    - Review evidence of interventions to stop children and young people smoking.
    - Work with youth councils, youth workers, youth clubs and teachers to raise awareness of smoking.
- The Essex Obesity Alliance intends to deliver programmes listed in their delivery plan;
    - Ensuring that 80% of childhood measurement data is collected within the county. Establishing a more robust system for data collection and monitoring of obesity prevalence.
    - Educating children about their dietary choices through the Healthy School Initiative.
    - Encouraging and promoting participation in physical activities both within and outside school hours.

Implications for Partnership Working

- As this priority is largely dependent on an individual's lifestyle choices, the initiatives and interventions implemented by any of the agencies may be limited to the individual's commitment to change.
- There needs to be a more coordinated approach towards the delivery of this priority between partners and initiatives.
- Limited funding - implications over allocation between agencies, initiatives and interventions.
- Is the length of the LAA too short to deliver measureable health changes.
- Ensure consistent and robust data collection with regular monitoring.
- Consideration for long term health planning.
- Investigate possibility of capacity and resource sharing to facilitate delivery of the priority.

- To measure and categorise a child as ‘overweight’ or ‘obese’ could be complicated by fluctuations in weight whilst the child still grows.
- The Foresight report stated that the ‘obesity epidemic cannot be prevented by individual action alone and demands a societal approach’.

Contact
Name: Email:

Priority 6	Less substance misuse

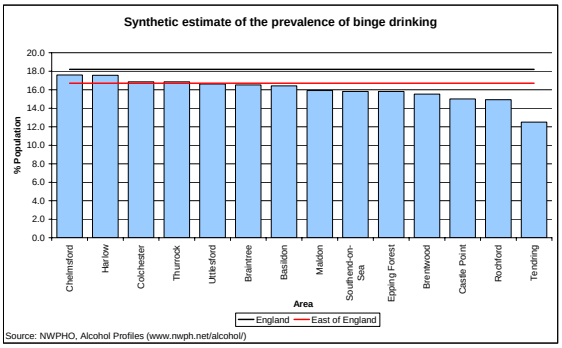
Outcomes

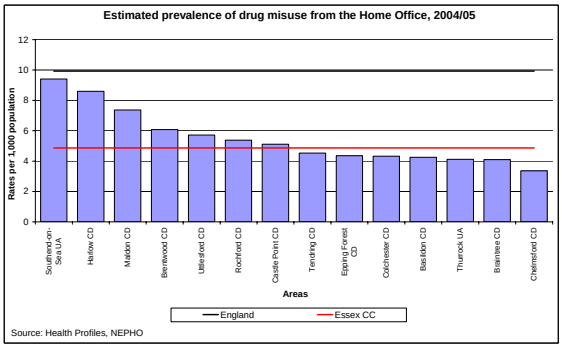
- Reduced alcohol misuse, especially among young people
- Reduced drug misuse, especially among young people

Focus

In this LAA, there will be a strong focus on reducing alcohol misuse. It is estimated that alcohol misuse in Essex incurs annual costs of about £180m to the local economy, £200m in crime and disorder and £36m in health services.

Chelmsford, Harlow and Colchester have *binge drinking* rates above the East of England average; Harlow and Colchester also have more *alcohol-related violent crimes* per 1000 people than the Eastern average. No Essex district has an estimated level of *drug misuse* above the national average, but the three districts with the highest levels are Harlow, Maldon and Brentwood. Admissions to hospital of *under-20s with mental and behavioural disorders* due to substance misuse (per 1000 population) are highest in Harlow, Rochford and Chelmsford.





Baseline and target data for districts and special groups is summarised in Annex A

Baselines and targets

Indicator	Baseline	2008/09 Target	2009/10 Target	2010/11 Target
Alcohol-harm related hospital admission rates (NI 39)				
Drug users in effective treatment (NI 40)				
Substance misuse by young people (NI 115)				

Partnership Delivery

Delivery Options

For drugs work, the Essex Drug & Alcohol Action Team has longstanding working relationships with a range of agencies. These will be developed further to deliver LAA 2 targets.

Limited resources exist for alcohol work at present. To deliver LAA 2 targets in this area, the DAAT would develop a strategic approach that focuses on early intervention (which would help to avoid and possibly reduce spending in other parts of the public sector) and preventative educational work.

Implications for Partnership Working

There will be important relationships with schools, colleges, connexions, employers, police, trading standards, social care and health services as well as with voluntary and community organisations.

Contact

Name:
Email:

Priority 7	Better mental health for all

Outcome

- Improve the mental health and well-being of Essex residents

Focus

BAS	BRA	BRE	CAS	CHE	COL	EPP	HAR	MAL	ROC	TEN	UTT
9	7.3	7.5	8.8	7.6	7.8	7.8	9.4	7.2	7.9	8.3	6.3

% estimated with depression

Baseline and target data for districts and special groups is summarised in Annex A

Baselines and targets

Indicator	Baseline	2008/09 Target	2009/10 Target	2010/11 Target
Effectiveness of child and adolescent mental health (CAMHs) services (NI 51)	Not an existing indicator			
Adults in contact with secondary mental health services in settled accommodation and/or Adults in contact with secondary mental health services in employment (NI 149/150)	NI 149 - Not an existing indicator NI 150 - 26% (2006/07 – proxy measure)			

Partnership Delivery

Delivery Options

Enable more people with Mental Health problems to stay in employment and housing by providing more early-invention preventative help e.g. through talking therapies Government increase in spending on CBT from £5m p.a. to £170m p.a. by 2010.

Awareness raising and prevention work within schools, with employers, leisure service providers, libraries, trainers, job centres, GPs, health visitors, and the Police.

Provide more physical health advice (e.g. smoking, obesity) to people with mental health problems.

Do more to provide community facilities that can be accessed easily by those with mental health problems and the wider community as a whole, not separate facilities solely for people with such problems, thereby increasing social inclusion. Also providing supported signposting to those and other evidence based beneficial activities

Implications for Partnership Working

Channel funding to those organisations, especially Third Sector organisations, already providing effective services such as talking therapies and supported signposting, many of whom are finding it difficult to sustain funding in the current climate.

Employers in Essex especially within the Essex Partnership should work to become exemplar employers of people with mental health problems and signing up to becoming a 'Mindful Employer' for mental health. www.mindfulemployer.net

When carrying out equality impact assessments of policies and strategies ensure that when considering issues for people with disabilities that the needs of people with mental health problems are considered.

When partners are considering areas such as social inclusion in sports, leisure, arts activities include in the plans considerations, as to how to include the needs of people with mental health problems.

Links need to be made through LSPs and perhaps a check made at the LSP level as to what specialisms are represented there and whether others ought to be invited to join. Also ensure that discussions cover the needs of the whole community even if specialist areas are not represented at the LSP.

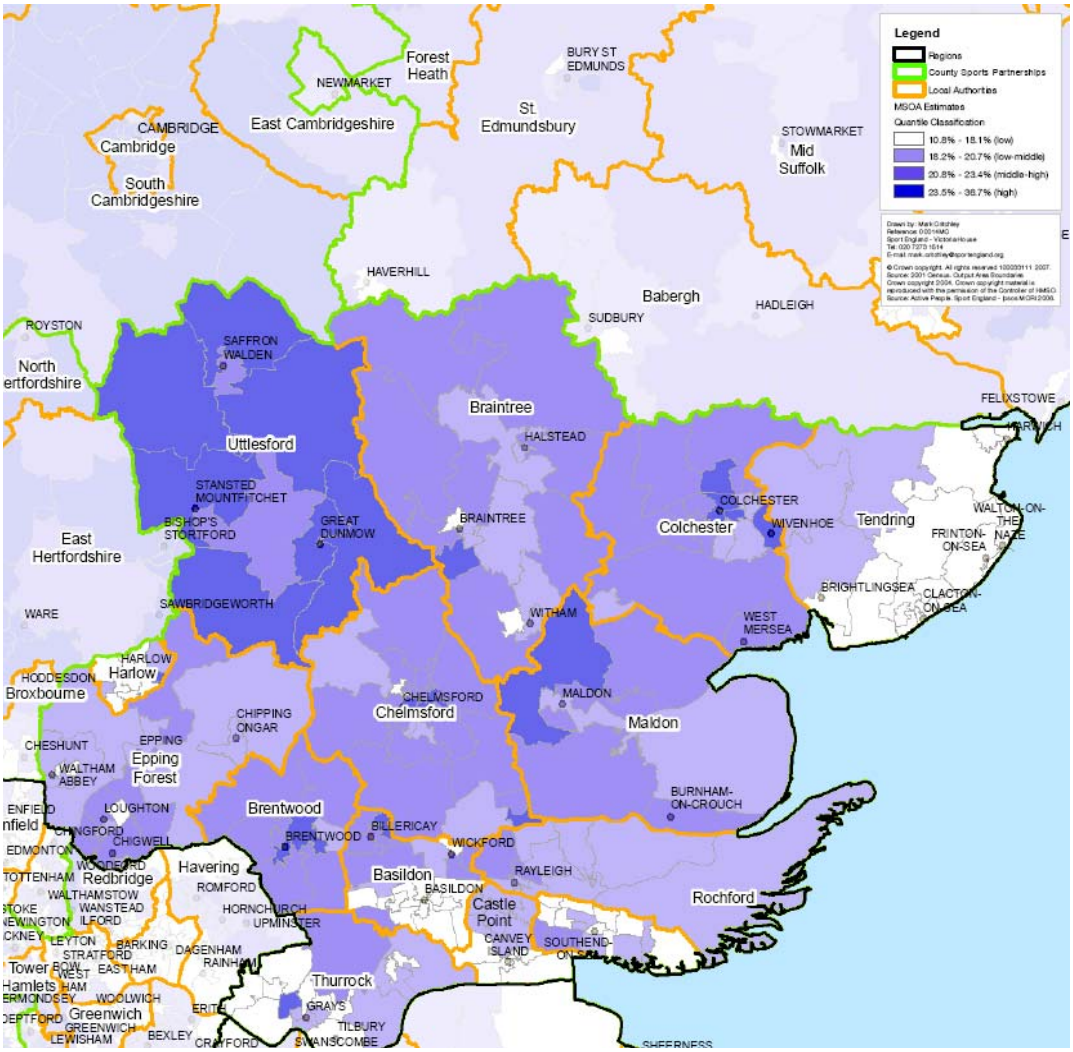
Contact
Name: Email:

Priority 8	More participation in sport and culture

Outcome

- Increased participation in sport and cultural activities

Focus



Baseline and target data for districts and special groups is summarised in Annex A

Baselines and targets

Indicator	Baseline	2008/09 Target	2009/10 Target	2010/11 Target
Adult participation in sport and/or Children and young people's participation in high-quality PE and sport (NI 8/57)	20.10% (NI 8) No baseline for NI 57			
Use of public libraries and/or Visits to museums and galleries and/or Engagement in the arts (NI 9-11)				

Partnership Delivery

Delivery Options

Sport Essex and the existing 12 Community Sports Networks are well placed to deliver local, action-based projects – both to increase the number of people taking part in sport and active recreation, especially among hard to reach groups, and to build clear pathways for people with sporting talent to achieve their full potential.

Analysis of sports participation levels using Mosaic software has identified particular demographic groups in particular geographic areas which need targeting in order to increase their participation levels and identifies the best ways in which to encourage these people to participate more.

Implications for Partnership Working

A whole range of partners are involved in the delivery of sport and recreation opportunities in Essex. The Community Sports Networks consist of members from:

- Local authorities (County and District/Borough)
- Local Strategic Partnerships
- Primary Care Trusts
- sportessex
- Schools Sport Partnerships
- Extended Schools
- Crime and Disorder Reduction Partnerships
- Sports Council

The question for the Essex Partnership to consider is how to ensure that including sport in the Essex Strategy and LAA 2 will add value to these existing arrangements.

Contact

Name:
Email:

Our Communities

We want people to belong to strong and supportive communities – urban and rural

Achieving this will involve:

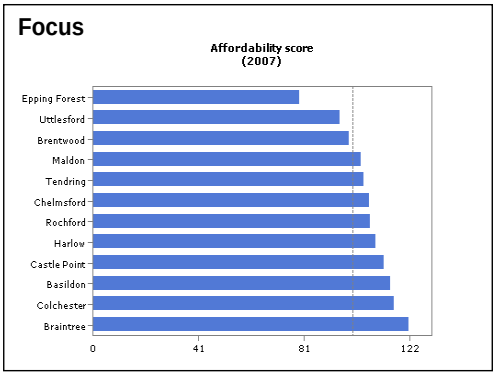
- A wider range of housing being more easily available
- Improving access to services
- A stronger voluntary sector
- Making communities safer
    - Fewer deaths and serious injuries from road accidents
    - Less Youth offending
    - Fewer high impact crimes
    - People feeling safer

Priority 9	**A range of affordable homes are available with less homelessness and a greater supply of suitable accommodation for care leavers, youth offenders and runaways**

Outcomes

- Everyone should have the opportunity of a decent home in a place they want to live, which they can afford, within a sustainable community.
- To build homes that are readily adaptable to people's changing needs through one's lifetime – from raising small children, accommodating someone with a broken leg to being appropriate to the needs of the elderly
- To increase the percentage of young people leaving care and young offenders who are in accommodation that meets their particular support needs

Focus



Baseline and target data for districts and special groups is summarised in Annex A

Baselines and targets

Indicator	Baseline	2008/09 Target	2009/10 Target	2010/11 Target
Number of affordable homes delivered (gross) and/or % decent council homes (NI 155/158)				
Care leavers in suitable accommodation (NI 147)				
Young offenders access to suitable accommodation (NI 46)				
Homelessness (local indicator needed)				

Partnership Delivery

Delivery Options

- To support the continuation of the Rural Housing Enabler programme.
- Increased use of the rural exception site mechanism to deliver small sites of rural affordable housing
- Lowering thresholds and increasing contributions from s.106 agreements generally across Essex to a reasonable level that will deliver more affordable housing
- Increased direct investment in new affordable housing wherever possible. Could revenue from second homes be used?
- Improving employment opportunities in the rural economy, to improve people's ability in rural areas to meet their own needs
- Rural proofing tools and techniques should be used. An area would seek innovative solutions either by developing them or by seeking good practice examples from others. E.g. Local communities could set up Community Land Trusts
- Sharing information from Housing Market Assessments and Housing Needs Surveys on rural housing to identify and share issues which can be worked on jointly.
- Increase the understanding of the issues around Affordable Housing of landowners, the general public, local authority officers and those making planning decisions.
- Work with communities to action the housing elements of Parish Plans – develop a bottom up/community led approach.
- Explore work/life units as a model for helping employment in rural communities.
- Improve the communication and the sharing of good practice between all RSLs working in the county
- LHS should be incorporated in the Design and Access statement. This would provide a mechanism to ensure LHS are planned for new sites. However this still would not monitor how many are actually built to the standard. Centralised monitoring is difficult as building control inspectors are currently employed by both the Local Authority and Privately. Ideally, monitoring should be done by planning compliance however historically this area of district councils does not have the capacity to fulfil this role.
- Priority 3 LAA Group are in the process of constructing Best Practice Guides.The guides will be distributed and then implemented by Districts and PCTs. These are due to be rolled out early 2008.
- The ECC Looked After Children Service and Essex YOS are currently exploring ways of working together to resolve the issues in Essex regarding accessing suitable accommodation for vulnerable young people. LAA2 will be an opportunity to act on recommendations coming out of this dialogue, and develop joint working between the two agencies, for example in procuring accommodation or providing a central source of advice and guidance for young people.

Implications for Partnership Working

The Looked After Children Service and the YOS have already started to work together (see above) and there will be even greater scope for partnership work, between the two agencies and the other partners they work with, in LAA2. Key partners currently include: district and borough councils, Supporting People, and the Connexions Service.

Contact

Name:
Email:

Priority 10	Local residents' enjoy better access to employment, education, health, leisure and community facilities, with better public and community transport

Outcomes

- To improve local residents' access to employment, education, health and leisure facilities and to ensure that people in rural communities can enjoy improved access to transport, services and essential community facilities
- To maximise the potential of employment land and recognise the importance of affordable housing, lobbying national government where necessary. Transport networks and issues should be considered alongside this
- People's lives are not limited by social or physical barriers which prevent them socialising and living satisfying, creative lives
- Improve Public and community transport in Essex

Focus

BAS	BRA	BRE	CAS	CHE	COL	EPP	HAR	MAL	ROC	TEN	UTT
18	27	38	20	23	29	26	16	34	22	21	38

% saying *Public Transport* most needs improving, 2006 BVGS Surveys

Baseline and target data for districts and special groups is summarised in Annex A

Baselines and targets

Indicator	Baseline	2008/09 Target	2009/10 Target	2010/11 Target
Access to services and facilities by public transport, walking and cycling (NI 175)				
Working age people with access to employment by public transport (and other specified modes) (NI 176)				
Local bus passenger journeys originating in the authority area (NI 177)	2004/05 Outturn 38,394,423 (as BL) 2006			
Bus services running on time (NI 178)	OT (start of journey) 2005/06 - 75% 06/07 - 77% OT (non timing points) 65% (2006/07)			
Public/Community transport (local indicator needed)				
Children travelling to school – mode of travel usually used (NI 198)	OT (FE access by PT) 2005/06 – 53% 06/07 53%			

Partnership Delivery

Delivery Options

Access to services:

The LAA 14 reference group would continue to focus on this area of work. This group will consider detailed actions for taking this forward. Examples of actions might be:

- Monitor trends in the availability and accessibility of essential services in rural areas through Essex Rural Partnership
- Promote multi-use of facilities and multi-tasking and the use of ICT to bring services closer to people
- Develop rural capacity-building, community planning and facilities through Essex Rural Partnership
- Improve transport provision and access to services through Rural Community Council of Essex's 'Linking Communities' project
- Improve access to information for disabled people and disability agencies and thereby access to services

Access to jobs:

'Task and finish' group to be set up, focusing specifically on this area of work. This group will consider detailed actions for taking this forward.
Examples of actions might be:

- To build up a local knowledge of sites that could be developed and consider where this might be most beneficial.
- To look at where affordable and where executive housing shortages are acting as barriers.
- To develop programmes and work together to alleviate congestion; i.e. promotion of Traffic Control Centres, influencing working patterns

Public/Community Transport:

- Update and continuation of existing strategies.
- 2011 all LA and independent schools will have an LTP in place.
- (NI 177) Partnerships with commercial bus operators to develop quality bus partnerships, in conjunction with punctuality and improvement partnerships (PIPs). This it is hoped will improve the service and attract people.
- (NI 178) Work in partnership with commercial bus operators to develop and deliver PIPs.
- (NI 198) Marketing plan/website being developed. This will allow parents/guardians to log on to the school of their choice and check the details of public transport and safe walking routes.

Social inclusion:

A multi-agency group to be set up, focusing specifically on this area of work. This group will consider detailed actions for taking this forward. Examples of actions might be:

- Develop Essex Equality and Diversity Network (EEDN) as a best practice network and resource for co-ordinating consultation with minority groups and on equality and diversity issues, including securing funding and development of electronic information exchange
- Focus groups in Neighbourhood Renewal areas, initially to explore attitudes of minority group residents to living in the area, leading to formulation of action plan

- Implement OIL Action Plan about resolving physical access problems experienced by disabled people and ECC and other partners' Disability Equality Strategies
- Continue to develop advocacy services for vulnerable people
- Strengthen infrastructure for BME voluntary and community organisations to increase their impact on equality issues
- Collect information on barriers to breastfeeding in public places and conduct publicity campaign to encourage positive provision
- Support projects to overcome age divides and discrimination, improved physical accessibility to premises and in the open urban environment, and literacy
- Ensure support across Essex Partnership for Supporting People, Sure Start, Welfare to Work, and other partnership agencies and projects contributing to overcoming social exclusion

Implications for Partnership Working

Access to services/ Social inclusion:

The current LAA 14 reference group would continue to focus on this area of work.

This group will invite wider partners to be involved in action planning and delivery as appropriate.

Access to jobs**:**

'Task and finish' group to be set up, focusing specifically on this area of work. The Prosperity Forum Advisory Group (PFAG) will consider the best partners to be involved. It is anticipated that these will be: ECC Highways, Member of Essex Planning Officers Association (EPOA), Wollastons Solicitor, Countryside Properties, Freight Association.

This group will invite wider partners to be involved in action planning and delivery as appropriate.

Public/Community Transport:

- Partners include commercial bus and rail operators and districts.
- Quality bus partnerships and PIPS would be developed.

Contact
Name: Email:

Priority 11	Greater participation in voluntary clubs and groups

Outcomes

- To increase trust and co-operation among people, promoting health and well-being, reducing fear of crime and social isolation.
- To promote an active society in which people collaborate for shared purposes.
- To promote civic participation through voluntary sector channels and advocacy and community influence over decision-taking.
- To strengthen the voluntary sector's ability to deliver public services

Focus

BAS	BRA	BRE	CAS	CHE	COL	EPP	HAR	MAL	ROC	TEN	UTT
59.3	60.8	52.4	54.9	59.9	75.8	65.7	79.1	42.5	61	62.4	74.4

Baseline and target data for districts and special groups is summarised in Annex A

Baselines and targets

Indicator	Baseline	2008/09 Target	2009/10 Target	2010/11 Target
Participation in regular volunteering (NI 6)				

Partnership Delivery

Delivery Options

- Stabilise and strengthen funding for VCS through both grant and procured services
- Set up endowed fund for VCS infrastructure development from LAA 1 performance reward grant

Implications for Partnership Working

Involve VCS further in service planning and commissioning decisions, eg, through LINks, LSP boards

Contact

Name:
Email:

Priority 12	Fewer deaths and serious injuries from road accidents

Outcomes

- Reduce adults killed and seriously injured
- Reduce Children killed and seriously injured

Focus

Public and stakeholder opinion

Year	BAS	BRA	BRE	CAS	CHE	COL	EPP	HAR	MAL	ROC	TEN	UTT
07	48.50	67.49	83.22	45.98	52.76	59.98	107.38	46.33	75.78	35.22	62.76	105.49
06	51.5	76.2	86.04	48.28	79.45	69.77	114.8	28.31	93.9	46.54	68.41	99.86

Road accidents - Essex average KSI per 100000 population
07' data still provisional

Baseline and target data for districts and special groups is summarised in Annex A

Baselines and targets

Indicator	Baseline	2008/09 Target	2009/10 Target	2010/11 Target
People killed or seriously injured in road traffic accidents and/or Children killed or seriously injured in road traffic accidents (NI47/48)				

Partnership Delivery

Delivery Options

- Casualty Reduction Board' (membership from a member and senior officer level). Membership drawn from: Police, Fire, County Council and Highways Agency. Each year the board determines intervention strategies, building on strategies and successes.
- Following from the Causality Reduction Board, sits the 'Project Management Team'. This team contains the same partners as the board, but is at an officer level. The team implements policies from the board.
- ECC won funding from DfT for 'Community Wheels' a large exhibition/interactive vehicle. This will be introduced in 2008 and will target groups at risk (including taking the vehicle to communities with problems)

- Targeted groups will be
  - young drivers (17-25) – speeding, drink/drug driving, seatbelts and mobiles
  - behaviours – speeding and drink driving
  - motorcyclists
- A main focus on motor cyclists – but continue to work at maintaining reductions regarding KSI and child KSI (as small numbers, an increase in child KSI could result in missing the 2010 child KSI target – the 'Community Wheels' vehicle will be used to help reduce child KSI figures')

- High profile enforcement linked to media and educational activities focusing on seatbelts, drink driving, speed, poor driving
- Continue with enforcement strategies
- Continue with media launches

Implications for Partnership Working

- The Casualty Reduction Board
- Partners need to be involved to continue to reduce KSI figures
- The community needs to be involved

Contact
Name: Email:

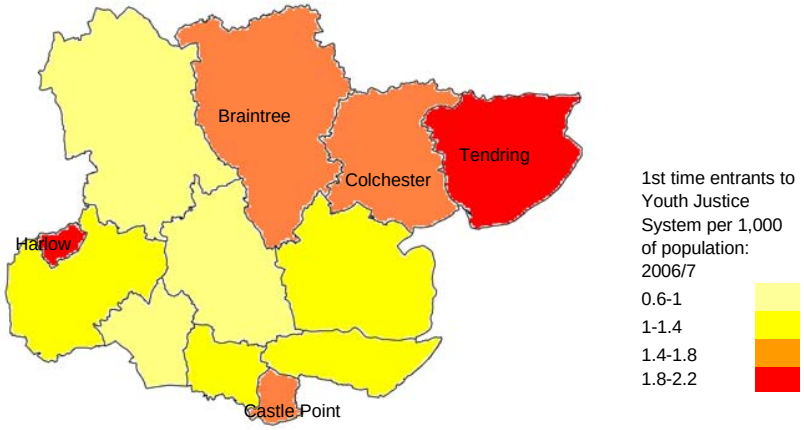
Priority 13	Less youth offending

Outcome

- Reduce offending by children and young people by increasing positive attitudes and behaviours amongst those at risk of offending.

Focus

First time entrants to Youth Justice System: 2006/7



Baseline and target data for districts and special groups is summarised in Annex A

Baselines and targets

Indicator	Baseline	2008/09 Target	2009/10 Target	2010/11 Target
Rate of proven re-offending by young offenders (NI 19)				
First time entrants to the Youth Justice System aged 10 – 17 (NI 111)				

Partnership Delivery

Delivery Options

- Target preventative work towards children and young people who have additional needs/ are at high risk of offending.
- Increase the number and effectiveness of Safer Schools Partnerships
- Include parents in preventative work with children and young people who are at risk of offending.

Implications for Partnership Working

Essex Youth Offending Service already works closely with Essex Police, schools and voluntary sector organisations to deliver preventative work with children and young people. Additional partnership work with Essex Police and the new TASCC teams may be necessary to develop ways of working with the parents of children at risk of offending. NB. there are already 12 YOS staff based in TASCC teams across the county.

Contact
Name: Email:

Priority 14	Fewer high impact crimes

Outcome

- To tackle crimes which have the most serious impact on victims, including domestic violence, sexual violence, assault with injury, and crime where the victim is under 19

Focus

BAS	BRA	BRE	CAS	CHE	COL	EPP	HAR	MAL	ROC	TEN	UTT
Assaults causing injury; rolling 12 month crime rate per 1,000 residents at August 2007:											
7.01	4.62	5.25	4.18	5.98	7.41	5.27	9.68	5.20	3.33	7.22	2.79
Recorded serious sexual offences per 1,000 population, April – October 2007:											
0.33	0.25	0.13	0.17	0.37	0.37	0.19	0.35	0.23	0.12	0.24	0.20
Recorded domestic violence offences per 1,000 population (September 2007):											
1.95	1.21	1.41	1.34	1.43	1.88	1.81	3.11	1.33	1.01	1.99	0.64
Number of crimes where victim was aged 0 -19 per 1,000 population											
27.8	18.2	22.1	21.8	25.6	28.0	21.4	44.3	17.1	14.1	25.5	9.3

Baseline and target data for districts and special groups is summarised in Annex A

Baselines and targets

Indicator	Baseline	2008/09 Target	2009/10 Target	2010/11 Target
Repeat incidents of domestic violence				
Specialist support to victims of a serious sexual offence (NI 26)				
Assaults causing injury (NI 20)	2007/08 Baseline data avail from Home Office July 08 Early indication data Essex Oct06-Oct07 = 8,263			
Crime where victims is under 19 yrs	2006/07 baseline = 8292			

Partnership Delivery

Delivery Options

Delivery on crime related targets will be led by the new Crime, Disorder, Drugs and Alcohol Strategic Partnership for Essex, who will be responsible for producing a Community Safety Agreement to outline how the key priorities will be tackled across the county, taking into account local strategic assessments and partnership plans developed by each of the 12 district CDRPs.

Sexual violence:
Partners will need to engage with the relevant service providers that are currently operating in Essex in order to ensure that joint delivery plans can be developed. Further key areas of work would include the identification of areas which may not be covered by existing services (such as rape crisis centres), and the development of specialist services such as Independent Sexual Violence Advisors (ISVAs) and Sexual Assault Referral Centres (SARCs). There are limited resources currently allocated to this area of work.

Domestic Violence:
Currently there are partnerships in place that deliver on domestic violence issues at a local and county level. However, this is still an area that is under-resourced and would benefit from a coordinated and focused approach in order to identify actions and deliver a new target.

Victims under 19 yrs:
Joint working between CDRPs and CYPSPs
Continue existing Healthy Schools activities, anti-bullying programmes and Safer Schools Partnerships. Deliver more intensive, targeted support in hotspot areas or individual schools with high rates of crime and/or bullying against children and young people.

Implications for Partnership Working

PSA 23 (Making communities safer) includes a requirement for local CDRPs, in partnership with Local Criminal Justice Boards (LCJBs) and offender management bodies, to demonstrate that they are taking action to tackle serious sexual offences.
Partnership arrangements will have to develop significantly in this area in order to deliver against this PSA, and potentially NI 26.

ECC already works closely with schools, the Connexions Service, Essex Police and other partners towards the priority on young victims of crime through the current LAA. Delivering more targeted, localised support may be required through existing partnerships.

Contact

Name:
Email:

Priority 15	People feel safer

Outcome

- To reduce perceptions of crime and anti-social behaviour, and improve street and environmental cleanliness

Focus

BAS	BRA	BRE	CAS	CHE	COL	EPP	HAR	MAL	ROC	TEN	UTT
40.00	54.00	51.00	44.00	53.00	42.00	46.00	37.00	57.00	44.00	45.00	64.00

% feel safe outside after dark 2006/07 (Tracker Survey)

Baseline and target data for districts and special groups is summarised in Annex A

Baselines and targets

Indicator	Baseline	2008/09 Target	2009/10 Target	2010/11 Target
Perceptions of anti-social behaviour (NI 17)	2006/07 Baseline = 26.5%			
Fear of crime (Perception indicator)	2006/07 Baseline = 47.6%			
Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting) and/or Improved street and environmental cleanliness – fly tipping (NI 195/196)				

Partnership Delivery

Delivery Options

There are a wide range of initiatives that can help to reduce crime and ASB, involving various partners from the police to education and housing, and there is significant activity already taking place. There is still an issue around how we can further develop, coordinate and communicate this work, particularly around ASB, to impact specifically on the perception measures.

Delivery on crime related targets will be led by the new Crime, Disorder, Drugs and Alcohol Strategic Partnership for Essex, who will be responsible for producing a Community Safety Agreement to outline how the key priorities will be tackled across the county, taking into account local strategic assessments and partnership plans developed by each of the 12 district CDRPs.

Implications for Partnership Working

A key issue for development is how the wide range of existing work carried out by various partners can be coordinated to ensure that it is effectively targeted, and that areas of need can be identified. In order to reduce people's perceptions it is particularly important to focus on communicating with and engaging the public, and in addition to joint communication and consultation from partners, the media will be a key partner in this.
This item can only be delivered through Partnership working even though some agencies may have a more outward public focussed role to play, such as the police for example. However other agencies have an important part to play in delivering back-up services or through positive media campaigns.

Contact

Name:
Email:

Our Economy

We want to promote sustainable growth with high value jobs and ensure adequate infrastructure is in place to support this

Achieving this will involve:

- Ensuring people have the skills for higher value-added jobs in a knowledge based economy
- A dynamic business sector with higher levels of inward investment
- Business innovation and expansion
- Making the most of the 2012 Olympics
- Less congestion on the roads

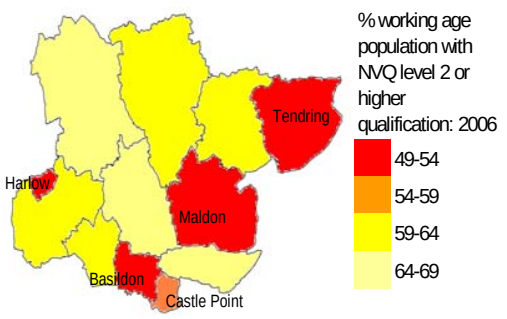
Priority 16	People have the skills for higher value-added jobs in a knowledge based economy

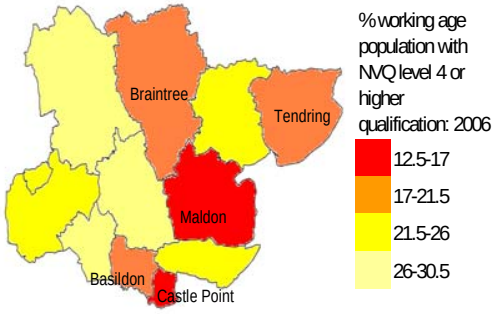
Outcomes

- To raise educational attainment and skills levels in the adult population
- Assisting all people of working age to live independent lives and to play an active role in society
- Support the full take up of in work and out of work benefits and programmes

Focus

Increased skills and level of adult attainment across Essex





Supporting independence

- Promoting independent living is a pan-Essex priority, but Basildon town centre & Tendring (south & north east) could be targeted to promote social inclusion & employment for all people of working age. Harlow has the highest percentage of residents receiving housing (22%) & council tax benefits (25%). Basildon has the next highest rate.
- Tendring, Colchester & Braintree have above average learning disability rates. Tendring, Colchester & Harlow have the highest rates of physical impairment. Tendring has a significant mental health problem.

Baseline and target data for districts and special groups is summarised in Annex A

Baselines and targets

Indicator	Baseline	2008/09 Target	2009/10 Target	2010/11 Target
Learners achieving a Level 1 qualification in literacy and/or Learners achieving an Entry Level 3 qualification in numeracy and/or Working age population qualified to at least Level 2 or higher and/or Working age population qualified to at least Level 3 or higher and/or Working				

age population qualified to at least Level 4 or higher. (NI 161/162/163/164/165)				
Creation of more high-valued added jobs (local indicator needed)				
Overall employment rate and/or Working age people on out of work benefits and/or Working age people claiming out of work benefits in the worst performing neighbourhoods (NI 151/152/153)				

Partnership Delivery

Delivery Options

Increased skills and level of adult attainment across Essex

Task and finish' group to be set up, focusing specifically on this area of work. This group will consider detailed actions for taking this forward.
Examples of actions might be:

- Programmes to encourage interaction between education and Business
- Programmes for engaging with employers to encourage them to provide more skills training; particularly focusing on small and medium companies.
- We would envisage focusing on particular areas dependent upon their need. Eg. Harlow has issues with low level skills, whilst Braintree may wish to focus on higher levels.

Supporting independence

Essex County Council will lead with support from public, private and voluntary sector partners. A multi-agency group will be set up to consider detailed actions in the following areas:

- To contribute towards social inclusion through a range of projects and partnerships including Welfare to Work (incl. Pathways to Work), Sure Start, Supporting People, & Access to Work funding for employers.
- To continue to develop advocacy services for vulnerable people
- Supporting adult community learning to develop literacy, numeracy and personal development solutions in partnership to deal with all forms of social exclusion.
- Better links between the Learning & Skills Council, Jobcentre Plus, Adult Social Care & Community Learning will support the fulfilment of this priority in association with the ECC benefits section.
- Focus groups should be established in all localities to support a range of social, educational and welfare to work projects.
- To help develop projects to overcome age, disability and other forms of discrimination at work and in the community, supporting improved physical accessibility to premises and public spaces.

Implications for Partnership Working

Increased skills and level of adult attainment across Essex

- Prosperity Forum Advisory Group (PFAG) to consider the best partners to be involved in Task and finish' group. It is anticipated that these will be: ExDRA/East of England International/Essex Chamber of Commerce/Private company/Essex EDO Chair (Chelmsford BC), Thames Gateway South Essex Partnership.

Supporting independence

- Co-ordination with Jobcentre Plus, GPs & PCTs to combat dependency & support independence.
- GPs & Jobcentre Plus need to identify clients in need of support, to review existing working age benefits claimants, particularly incapacity benefit recipients whose barriers to work could be overcome.

Contact
Name: Email:

Priority 17	**A dynamic business sector with higher levels of inward investment and business innovation and expansion, making the most of the 2012 Olympics**

Outcomes

- To ensure that we have a diverse and therefore competitive economy, which is less reliant on London by helping new and existing companies to start-up, innovate and grow
- To increase the number of high value jobs, through inward investment, business retention & expansion and helping companies to trade internationally
- Maximise the benefits from the 2012 Olympics (sporting, cultural, economic etc.)

Focus

Baseline and target data for districts and special groups is summarised in Annex A

Baselines and targets

Indicator	Baseline	2008/09 Target	2009/10 Target	2010/11 Target
VAT registration rate and/or VAT registered businesses in the area showing growth (NI 171/172)				
Inward investment (Local indicator needed)				
Maximise the benefits (legacy) from the 2012 Olympics (Local indicator needed) Sport England, EEDA and GO-E are working on developing a 2012 legacy target which we could probably use for this.	Not an existing indicator			

Partnership Delivery

Delivery Options

Business start up and innovation

'Task and finish' group to be set up, focusing specifically on this area of work. This group will consider detailed actions for taking this forward.
Examples of actions might be:

- Business Link to work with partners to assist more companies with start-up
- Essex Innovation Network to support x number of innovative companies to start up and grow
- Develop programmes for supporting Science attainment in schools

Competitive economy

Task and finish' group to be set up, focusing specifically on this area of work. This group will

consider detailed actions for taking this forward.
Examples of actions might be:

- To build up a local knowledge of the important strategic companies in Essex.
- To increase the number of companies choosing to stay in Essex, through a range of support and premises development.
- To offer and promote support available to companies to trade internationally and the inward investment offer via the Invest Essex team.

Olympics

Develop a portfolio of 2012 projects that can be delivered locally to work towards achieving specific targets within the LAA.

Opportunities over the course of the LAA (i.e. pre-2012) include the Cultural Olympiad and a pre-volunteering programme.

Implications for Partnership Working

Business start up and innovation

'Task and finish' group to be set up, focusing specifically on this area of work. The Prosperity Forum Advisory Group (PFAG) will consider the best partners to be involved. It is anticipated that these will be: Southend BC/Business Link/University of Essex, Business Help East, ExDRA.

This group will invite wider partners to be involved in action planning and delivery as appropriate.

Competitive economy

'Task and finish' group to be set up, focusing specifically on this area of work. The Prosperity Forum Advisory Group (PFAG) will consider the best partners to be involved. It is anticipated that these will be: ExDRA/East of England International/Essex Chamber of Commerce/Private company/Essex EDO Chair (Chelmsford BC), Thames Gateway South Essex Partnership.

This group will invite wider partners to be involved in action planning and delivery as appropriate

Olympic legacy

The Essex Working Group for the London 2012 Olympic and Paralympic Games (and its 4 sub-groups) leads on delivering the legacy for Essex. The LAA Governance Review has highlighted the lack of a strategic countywide partnership on sport, culture and the arts, and so action may need to be taken to create this. Engaging with LSP leads (to ensure sport and culture has a stronger voice) and the Essex Association of Culture and Leisure Officers (the only group to bring both tiers of local government cultural officers together) would be the place to start this.

Including this as an outcome in the Essex Strategy will increase partner engagement in ensuring a sustainable legacy from the Olympic Games, and also increase engagement in sports, culture and volunteering as areas of focus for the Essex Partnership.

Contact
Name: Email:

Priority 18	Less congestion on the roads, with roads in good condition

Outcome

- Reduce average journey time
- Improve road quality

Focus

BAS	BRA	BRE	CAS	CHE	COL	EPP	HAR	MAL	ROC	TEN	UTT
28	36	46	59	46	48	42	41	24	50	19	37

% saying " Congestion of the roads" most needs improving, 2006 BVGS Surveys

Baseline and target data for districts and special groups is summarised in Annex A

Baselines and targets

Indicator	Baseline	2008/09 Target	2009/10 Target	2010/11 Target
Congestion – average journey time per mile during the morning peak (NI 167)				
Principal roads where maintenance should be considered and/or Non- principal roads where maintenance should be considered (NI 168/169)				

Partnership Delivery

Delivery Options

- Park and ride scheme the already successful Sandon Park and Ride site opened in March 2006. The County Council is now working up proposals for further sites around Chelmsford and other towns such as Colchester
- Traffic control centre up and running which has had a significant impact on helping people travel around Essex
- Congestion management schemes are continuing to be implemented in key urban areas such as Chelmsford, Colchester Basildon and Harlow
- Significant funding has been and will continue to be injected in the maintenance of carriageways in a proactive approach to prevent carriageways reaching critical condition

Implications for Partnership Working

The reduction of congestion and maintenance of carriageways cannot be delivered in isolation. Partnership working is essential. For congestion management working with the Police is vital to ensure that incidents are managed and cleared quickly thus avoiding delay to travellers. Partnership working is also needed with contractors to help deliver maintenance targets and also to reduce the time taken to implement improvements/repair

Contact

Name:
Email:

Our World

We want to promote sustainability and protect the county's physical environment

Achieving this will involve:

- Protecting the environment
    - Reducing our domestic, business and public sector carbon footprint
    - Managing the natural environment
- Reducing and recycling waste

Priority 19	Smaller domestic, business and public sector carbon footprint

Outcomes

- To help Essex companies to reduce their carbon footprint but also become a leading area for the development of environmental technologies.
- Reduce or limit the extent of Essex's ecological footprint
- Use Accessibility Planning to deliver more sustainable, cohesive and inclusive communities that improve quality of life.
- Build the concept of service accessibility into new development
- Improve sustainable transport links to key services such as education, employment, healthcare and food shopping, represented by access to major service provision centres

Focus

Domestic per capita CO2 (tonnes) 2005

BAS	BRA	BRE	CAS	CHE	COL	EPP	HAR	MAL	ROC	TEN	UTT
2.4	2.5	2.9	2.6	2.5	2.4	2.8	2.2	2.5	2.7	2.6	2.8

Baseline and target data for districts and special groups is summarised in Annex A

Baselines and targets

Indicator	Baseline	2008/09 Target	2009/10 Target	2010/11 Target
Ensure development avoids adverse impacts on the environment (local indicator needed)	Not an existing indicator			
Per capita CO2 emissions in the LA area (NI 186)	Not an existing indicator			
CO2 reduction from Local Authority operations (NI 185)	Not an existing indicator			

Due to the two year time-lag on NI 186, there is some strong support for developing some local PIs which would track progress against particular initiatives

Partnership Delivery

Delivery Options

Reduce carbon footprint of business

'Task and finish' group to be set up, focusing specifically on this area of work. This group will consider detailed actions for taking this forward.

Examples of actions might be:

- To ensure that all district councils develop waste recycling to local businesses
- To develop/continue programmes to support and foster environmental technologies
- To harness the knowledge and expertise of existing companies (I.e. Ford) in developing ambitious programmes for Essex to be a leader (i.e. Low Carbon Business Park)

Reduce ecological footprint

The Essex Strategy/LAA could be used to contribute towards some or all of the following projects:

- Essex Commitment to Climate Change
- CRed
- Energy Efficiency Scheme
- Carbon Balancing Scheme
- Renewables Showroom
- ECCO2

Sustainable development

Delivery will be through a number of mechanisms:

- Assess future passenger transport, walking and cycling service provision resulting from local authority or developer funding against their ability to maintain/improve access to key services.
- Develop partnerships between commercial Passenger Transport providers, developers and local authorities to promote the accessibility, effectiveness and reliability of bus services
- Review existing ECC supported service provision in light of accessibility priorities.
- Future proof through land use planning process by requesting every application received from a key service includes;
    - an access audit with their application.
    - Outlines measures to demonstrate they are ameliorating any accessibility shortfall this identifies
    - Incorporates any Planning Authority recommendations to ensure that new sites are at least as accessible and preferably more accessible than at present.

- Review the current provision and location of services and assess how accessible these sites are.
- A commitment to a significant marketing and information campaign to promote sustainable modes of travel .
- Work in partnership with all the service providers to consider options for improving access for their users. This could be for the service provider to deliver their service in a different way – make the service mobile, alter opening times or change booking systems.
- Work with employers to develop travel planning solutions – travel share, instillation of cycle facilities, flexible working etc.

Alongside these measures there is a need for good, clear information on the available transport, and marketing to promote the positive measures that partners have undertaken is vital.

Implementation of these measures will require a significant commitment by all service providers, Planning Authorities and the County Council.

This will include a commitment to meet the staff and resources to undertake the ongoing access assessments, assist the business community with the implementation of travel plans and to offer

advice to service providers on the availability of transport and areas of concern.

Implications for Partnership Working

Reduce carbon footprint of business

'Task and finish' group to be set up, focusing specifically on this area of work. The Prosperity Forum Advisory Group (PFAG) will consider the best partners to be involved. It is anticipated that these will be: Ford Motor company, ExDRA, Carbon Trust, Endoline (Private company), ReMade Essex, district representative,

This group will invite wider partners to be involved in action planning and delivery as appropriate.

Reduce ecological footprint

A set of local, achievable targets on CO_2 emissions is needed in order to strengthen the engagement and involvement of all LAA partners (providing this is acceptable to DEFRA). Any agreed targets must have clearly stated actions that individual partners must undertake in order to achieve targets.

Sustainable development

The delivery of a sustainable community can only be achieved through partnership working between land use planners, service and transport providers agreeing to consider accessibility as part of their decision making. It can only succeed through a major commitment by all those involved. Accessibility Planning is not just about the availability of transport, but rather the ability of service users to access the location of key services and an innovative approach to service delivery.

Contact
Name: Email:

Priority 20	A well-managed natural environment

Outcome

- Protect Essex's coast and countryside from the pressures of growth and climate change

Focus

Baseline and target data for districts and special groups is summarised in Annex A

Baselines and targets

Indicator	Baseline	2008/09 Target	2009/10 Target	2010/11 Target
Improve the management of the Essex countryside (local indicator needed)	Not an existing indicator			
Flood and coastal erosion risk management (NI 189)	Not an existing indicator			
Improved local biodiversity (NI 197)	Not an existing indicator			

Partnership Delivery

Delivery Options

The Local Area Agreement could be used to provide support to the Essex Wildlife Sites Project (EWSP) coordinated by Essex Wildlife Trust, which would support achievement of any potential target against NI 197.

Establish a Biological Records Centre for Essex. A Biological Records Centre (BRC) for Essex would be a central location acting as a hub for biodiversity information, currently held by individual recorders in Essex. Through improved accessibility and the ability to interrogate key datasets together, it would allow data to be fed into assessments of NI197 (improved local biodiversity). The BRC could also develop habitat opportunity mapping, assessing the impact of climate change on local ecosystems and their future management (NI118)

Green Infrastructure Strategy in growth areas.

Implications for Partnership Working

Guidance in NI197 talks about a local authority led partnership – this is currently coordinated by the Essex Wildlife Trust through the Essex Wildlife Sites Project Advisory Group, which includes representation from ECC, Natural England, Essex POA, Essex Field Club, Essex Biodiversity Project and the Environment Agency. Some increase in local authority representation may be needed to meet the guidance therefore.

Contact

Name:
Email:

Priority 21	Less waste and more recycling

Outcome

- Reduce the amount of waste produced in Essex and increase recycling levels

Focus

BAS	BRA	BRE	CAS	CHE	COL	EPP	HAR	MAL	ROC	TEN	UTT
27.41	35.39	31.18	25.73	32.29	30.96	37.09	21.29	32.86	17.18	22.96	42.82

Essex WC Authorities - % of household waste recycled or composted 2006/07

Baseline and target data for districts and special groups is summarised in Annex A

Baselines and targets

Indicator	Baseline	2008/09 Target	2009/10 Target	2010/11 Target
Residual household waste per head (NI 191)				
Household waste recycled and composted (NI 192)	29.99% (2006/07 for Essex WCAs)			
Municipal Waste Land Filled (%) (NI 193)	63.88% (2006/07 for Essex WCAs + WDA)			

Partnership Delivery

Delivery Options

The Essex Strategy/LAA could be used to contribute towards some or all of the following projects:

- Supporting existing community recycling schemes
- Investment in promotional and educational work
- Grants for schools and community groups to deliver waste and recycling programmes

N.B. These are all projects that would be best implemented at a local level.

Implications for Partnership Working

There has been recognition that it is important to build on the existing partner buy-in

There is already a strong and established Essex Waste Partnership in place.

Contact

Name:
Email:

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Epping Forest District
Biodiversity Action Plan
2008 - 2012

CONSULTATION DRAFT

The Epping Forest District Biodiversity Action Plan

Introduction

The aim of this document is to give a brief introduction to the biodiversity of the district and to establish a five year Action Plan containing a range of targets aimed at conserving and enhancing biodiversity across the district. The Epping Forest Biodiversity Action Plan is a partnership document, (produced by the Epping Forest Biodiversity Partnership, involving the organisations listed in Annex 1) where the council has taken the leading role. However, the process has actively involved important partners in nature conservation activities across the district. The targets set out in the plan reflect priorities and targets that have been developed in the Essex Biodiversity Action Plan and UK's National Biodiversity Action Plan.

What is Biodiversity?

Biological diversity, or "biodiversity" is the variety of life that is all around us and all over the world. It encompasses all living things from microscopic organisms to the largest trees. Not just exotic, rare and endangered plants and animals are included, but also those that are found in back gardens, parks and ponds. Although biodiversity surrounds us, we cannot take it for granted. It is not just the large-scale human activities such as urban development, agricultural intensification and road building that have an impact on wildlife. Even seemingly minor things such as cutting down a tree or allowing a pond to dry up can make a difference by isolating or reducing habitats. Many ordinary, daily activities are slowly modifying the variety of wildlife – our local biodiversity.

"Biological diversity means the variability among living organisms from all sources including, *inter alia,* terrestrial, marine, and other aquatic ecosystems and the ecological complexes of which they are a part; this includes diversity within species and of ecosystems." (Convention on Biological Diversity, 1993)

Why are we developing a Local Biodiversity Action Plan?

Biodiversity is vital to our quality of life. It provides us with clean air and water, and resources for recreation and education. It improves our well-being and maintains a whole range of environmental protection functions such as flood control and climate regulation. Ultimately it acts as the life support system for the planet and is essential for our very survival. Species can take millions of years to evolve, but once a species is extinct it is lost forever. So as much as we need to conserve biodiversity for our quality of life we also owe it to future generations not to destroy this wonderful heritage.

In the UK the loss of wildlife and the destruction of the countryside are such that a healthy and rich natural environment is no longer guaranteed. For example, studies have shown that 98% of wildflower meadows, 448,000 kilometres of hedgerows, over 2 million skylarks and 95% of high brown fritillary butterflies have been lost in less than a lifetime. It is clear that we need to halt this decline and help these species to recover. This work is being carried out at all levels - internationally, nationally, regionally and locally. Epping Forest District Council has therefore decided to take action and produce a Local BAP to help conserve, enhance and promote awareness of biodiversity in the district. The Epping BAP focuses on habitats, following the recent drive by the UK Biodiversity Action Plan to focus on habitats and larger scale ecosystem plans. These are now considered a more effective conservation tool capable of delivering biodiversity gains for both habitats and the species dependent upon them.

Biodiversity Action: "Think globally act locally"

In June 1992, leaders from over 150 countries gathered in Rio de Janeiro for the 'Earth Summit'. The loss of the world's biodiversity was the major environmental issue discussed. As a result, the Convention on Biological Diversity was signed committing all countries to act to conserve and enhance their biodiversity to contribute to the global resource.

The UK Government signed this Convention and began to fulfil its commitment in 1994 when it published the UK's Biodiversity Action Plan (BAP).
The aim for this plan is:

"To conserve and enhance biological diversity within the UK and to contribute to the conservation of global biodiversity through all appropriate means"

By this aim the Government has committed itself to a process designed to conserve and enhance:

- The range and numbers of wildlife species and the quality and extent of wildlife habitats.
- Species and habitats that are internationally important or characteristic of local areas.
- Species and habitats that have declined significantly over recent decades.

The Government recognised that the national objectives could only be achieved if there was action at all levels and by all sectors of the community. The principal means of achieving this is through the preparation of Local Biodiversity Action Plans. These plans have two broad functions.

- To ensure that national action plans are translated into effective action at the local level.
- To establish targets and action for species and habitats characteristic of each local area

The process to produce the Essex Biodiversity Action Plan (EBAP) began in 1997 when the Association of Essex Councils hosted an Essex Sustainability Conference. The species and habitats that occur in the EBAP were selected from a national list together with some extra ones that are characteristic or indicative of the Essex countryside.

The Epping Forest LBAP has been developed with close links to the Essex BAP.

The purpose of this plan is to help achieve some of the targets set out in the UK Biodiversity Action Plan and the Essex Biodiversity Action Plan. Hopefully it will:

- Concentrate on making local people more aware of the biodiversity around them and of the need to conserve it.
- Produce a more detailed understanding of the biodiversity in the district;
- Guide the work of Epping Forest District Council officers where this may impact on biodiversity;
- Set high standards for Epping Forest District Council as land managers;
- Support the work of all organisations in the district that are engaged in biodiversity action;
- Develop opportunities for active participation in biodiversity action by all members of the community

BIODIVERSITY IN EPPING FOREST DISTRICT

Background

Epping Forest District is fortunate to have a number of highly important wildlife sites including Epping and Hainault Forests, the Lee Valley Regional Park and the Roding Valley Meadows Local Nature Reserve. These key sites are our most important protected areas with international or European recognition as Ramsar sites, Special Areas of Conservation (SACs) or Special Protection Areas (SPAs) and national significance as Sites of Special Scientific interest. (SSSIs).

Beyond these core sites are a linking network of Nature Reserves and Local Wildlife Sites which gives the district its character and biodiversity.

Designated wildlife sites in Epping Forest District.

Designation	***No of sites***
Ramsar Site	*1*
SPA	*1*
SAC	*1*
SSSIs	*7*
Local Nature Reserves	9
Local Wildlife Sites	181

Natura 2000

The Habitats Directive 1992 required EU Member States to create a network of protected wildlife areas, known as Natura 2000, across the European Union. This network consists of SACs and SPAs, established to protect wild birds under the Birds Directive. These sites are part of a range of measures aimed at conserving important or threatened habitats and species. The District has one SAC (Epping Forest covering 1604 ha) and one SPA (Lee Valley covering 451.29ha).

Ramsar Sites

The Convention on Wetlands of International Importance (the Ramsar Convention) was signed in Ramsar, Iran in 1971. It was an intergovernmental treaty which provided for the conservation and wise use of wetlands. The district has one of 157 Ramsar sites in the UK - the Lee Valley. This great wildlife resource comprises a series of embanked water supply reservoirs, sewage treatment lagoons and former gravel pits which straddles 24km of the valley

Sites of Special Scientific Interest (SSSIs)

SSSIs are the country's very best wildlife and geological sites (Ramsar sites and SPAs and SACs are also SSSIs) and are designated by Natural England. They are selected for their value in terms of flora or fauna, or their geological or physiographical (i.e. landform) features. There are around four thousand sites across the country with eighty six in Essex. There are eight designated SSSIs which are partially or wholly in the District covering 2506ha. These are:

1) Epping Forest (including Wintry Wood, Epping; Gernon Bushes, Coopersale; Yardley Hill, Sewardstonebury; and Lord's Bushes, Buckhurst Hill) The SSSI extends into the London Boroughs of Redbridge and Waltham Forest (total area not all in district 1729 ha)

2) Hainault Forest, Chigwell and Lambourne, extends into the London Borough of Redbridge (total area not all in the district 136ha)

3) Royal Gunpowder Factory Woodlands, Waltham Abbey (34.2ha).

4) Roding Valley Meadows, Loughton and Chigwell. (19.8ha)

5) Cornmill Stream and Old River Lea, Waltham Abbey. (24.6ha)

6) Turnford and Cheshunt Pits (extends into Broxboune Borough 173.28ha).

7) Chingford Reservoirs - extends into the London Boroughs of Enfield and Waltham Forest. (total area not all in the district 391ha)

8) River Lee diversion (a very small part of the Chingford Reservoirs SSSI)

Three SSSIs abut the district boundary. These are Curtismill Green (near Stapleford Abbotts); Harlow Woods, Harlow; and Hunsdon Mead, Roydon. A further two SSSIs are very close to, but do not abut, the district. These are Parndon Wood, Harlow and Rye Meads near Stanstead Abbots.

Local Nature Reserves (LNRs)

Under Section 21 of the National Parks and Access to the Countryside Act 1949, local authorities (including district, town and parish councils) have the power to establish Local Nature Reserves.

An area of land can be declared as an LNR if it has a high value for nature conservation, provides special opportunities for study and research or if the natural features of the site are of special interest to the public because they are used for recreation and education.

There are now 1050 LNRs in England. Epping Forest District Council has declared 9 LNRs to date between 1986 and 2007. These are;

- Roding Valley Meadows
- Chigwell Row Wood
- Linder's Field
- Roughtalley's Wood
- Church Lane Flood Meadow
- Nazeing Triangle
- Home Mead
- Thornwood Flood Meadow
- Weald Common Flood Meadow.

Natural England has put forward a target of 1 hectare of LNR per 1,000 head of population if LNRs are to play a role in sustainability. This figure has been adopted by the Audit Commission as a local performance indicator. EFDC currently has a figure of 1 hectare of LNR per 1,325 head of population.

Local Wildlife Sites (LoWS)

Local Wildlife Sites are "discrete areas of land which are considered to be of significance for their wildlife features in at least a District context". LoWS were identified and declared by the Essex Wildlife Trust following a Phase One habitat survey of the district in 1991(See Annex 2) (revised 1996 and 1998). They were formerly known as Sites of Importance for Nature Conservation (SINCs), County Wildlife Sites and Wildlife Sites. Epping Forest District has 181 LoWS comprising 118 woodlands, 39 grasslands, 19 mosaic sites and 5 fresh water aquatic.

Key Sites of Nature Conservation Importance in Epping Forest District.

The Lee Valley Regional Park extends 26 miles from Ware in Hertfordshire to East India Dock on the bank of the Thames.

The Park incorporates the western border of the district and is characterised here by an almost continuous mosaic of floodplain grassland, flooded gravel pits and wet woodland. Key sites include Gunpowder Park, Cornmill Meadows, Royal Gunpowder Mills and the River Lee Country Park. There are three SSSIs with one of them, Turnford and Cheshunt Pits SSSI, forming part of the Lee Valley Special Protection Area. This was designated under the EU Birds Directive on account of the large flocks of moulting and wintering ducks as well as its strategic importance as a stop-off for birds, including the bittern, outside the breeding season.

Although perhaps best known for its birds, the Park also supports over half of the dragonflies and damselflies species found in the UK, with Cornmill Meadows a well known spot. Water voles, which have undergone a dramatic decline throughout their range, can still be found in reasonable numbers at several sites throughout the Park, although much work remains to be done to link up these fragmented populations and safeguard them from predation by mink and other threats. (Lee

Valley Regional Park Authority (LVRPA) website
www.leevalleypark.org.uk)

Hainault Forest constitutes a remaining fragment of a once much larger medieval woodland. It is thought to have been declared a specially protected forest by Henry I around 1130. Traditionally it would have been managed as wood pasture with livestock grazing the open grassy "plains". Worked pollarded trees were scattered throughout. In 1851 an Act of Parliament led to large scale destruction of the Forest with, in just six weeks, an estimated 100,000 trees felled. The ensuing public outrage did serve to save Epping Forest from a similar fate and eventually led to the creation of a Hainault Forest Country Park in 1906. The remains of this ancient woodland are hugely significant for the district and of historic, cultural and landscape importance on a national scale.

Today, the Hainault Forest Country Park is split between the Woodland Trust (118 ha) which manages the northern part of the woodland (which is all within Epping Forest District) on a fifty year lease from Essex County Council. The remaining 100 ha is owned and managed by the London Borough of Redbridge.

The Forest has a broad range of habitat types including ancient wood pasture with old growth stands, native broadleaved woodland, mature scrub and open grassy margins, amenity grassland, semi-improved acid grassland, and a small area of heathland. Some 136ha is designated as a Site of Special Scientific Interest.
(http://www.wt-woods.org.uk/HainaultForest)

Epping Forest is by far the largest public open space near to London. At almost 2428 ha it stretches for about 12 miles from Manor Park in East London to just north of Epping. Since 1878, the Forest has been owned by the City of London and is managed under the Epping Forest Act which stipulates;

"The Conservators shall at all times keep Epping Forest unenclosed and unbuilt on as an open space for the recreation and enjoyment of the people."

As well as being a huge recreational resource the Forest is the key biodiversity resource of the district with over 1618 ha being designated as SSSI and SAC.

The Forest is really special for its ancient trees with around fifty thousand thought to exist. This in turn supports a vast variety of flora and fauna species, many of which have specialised to live in this unique environment. Perhaps the most significant of these are the saprophytic invertebrates (dead wood insects) many of which are found almost nowhere else in the country. In addition to the ancient trees, what makes the Forest so valuable is its unique blend of old grasslands, heaths, ponds and lakes.
(http://www.cityoflondon.gov.uk/Corporation/living_environment/open_spaces/epping_forest.htm)

The Roding Valley Meadows Local Nature Reserve (LNR) includes the largest traditionally managed lowland hay meadows in Essex running along the banks of the River Roding through Loughton, Chigwell and Buckhurst Hill on the southern edge of the district. Incorporating herb-rich flood-plain pasture and sedge fen, the meadows represent a huge regional biodiversity resource of national importance. This is recognised in the site's designation as a Local Nature Reserve, LoWS and part SSSI.

At 66.7 hectares the meadows are easily the largest single block of grassland in the district which has otherwise lost much of its herb rich grassland. Today the meadows, which are owned by Epping Forest District Council and The Grange Farm Centre Trust, are managed by the Essex Wildlife Trust. In addition to the important SSSI grassland and fen habitats, the reserve has a fine network of hedgerows, scrub and secondary woodland. Being close to a large urban area, the meadows offer a unique place for local people to come into contact with wildlife.
(http://www.essexwt.org.uk)

Key Habitats of the District

Urban Areas

Within the district's urban areas, public open spaces, cemeteries, allotments, derelict land and gardens all support a huge variety of wildlife. Across the UK it has been estimated there are more than 15 million gardens and it is becoming increasingly obvious that these areas are playing a vital role in providing habitats for wildlife. The potential for biodiversity could be huge if more people could be encouraged to garden for wildlife.

The district's population currently stands at 120,896 (2001 Census) of which 70% live in the suburban or market towns of Loughton, Buckhurst Hill, Chigwell, Waltham Abbey and Epping. In the south of the district these urban areas directly abut Epping Forest and therefore must be seen as a vital wildlife corridors between important sites such the Forest and the Roding Valley Meadows. In a time of increasing pressure for development, especially from housing, the careful planning of effective green spaces and corridors which take account of both wildlife and people will be vital.

Farmland

Around 90% of the district could still be described as countryside with agriculture being by far the largest land use. The sympathetic management of this land is therefore vital for the effective conservation of our wildlife. The mosaic of ditches, ponds, hedgerows, woodland and field margins supports a great diversity of wildlife and all of the district's key biodiversity species rely on farmland. This land also forms the vital corridors linking the "hotspots" of biodiversity which still remain. Working with the farming community will be vital if any success is to be achieved.

Woodland

Since 1945 Essex has lost 24% of all its ancient woodland. This district is fortunate in having part of Hainault Forest and Epping Forest within its borders. As one of the UK's most coherent blocks of ancient woodland it is a hugely important site not only for the district, but nationally too. The key fauna are associated with dead and decaying wood and the Forest supports many nationally important invertebrate populations.

Only 9.8% of the district is in fact wooded (EWT Phase 1 habitat survey 1996) and of this just 2501.6 ha is biologically rich semi-natural ancient woodland (7.38% of the land area of the district)

Across the farmland areas of the district there are numerous small semi-natural broad-leaved woods. Of these some 119 are designated LoWS. These are almost exclusively neglected hornbeam coppice woodlands. Despite lack of recent management the woods still support a wide range of birds, mammals, plants and fungi.

Veteran Trees

Hainault and Epping Forests include a collection of veteran trees of European importance, but such trees are by no means confined to the Forest areas. The widespread practice of pollarding (the successive cutting of trees above the browsing height of deer and cattle) has left a legacy of many veteran trees across the whole of the district. In addition, numerous deer parks include large numbers of old trees. Today, many of these trees find themselves surrounded by urban development or arable farmland. It will be an aim of this biodiversity action plan to survey the district and record all the veteran trees. This will also include recording rarities such as the native black poplars and wild service trees.

Hedgerows

Across England since 1945 the average hedgerow loss in each parish has been around 50% and this figure can be fairly accurately applied to this district. Despite this loss the ancient nature of much of the district's landscape means that there is still a significant hedgerow network. This coupled, with significant replanting by the farming community, gives reason for optimism. The EWT 1996 updated Phase

1 habitat survey for the district gives a figure of 1245km of hedgerow which can be coupled with 577 km of tree-lines.

Species rich grassland and heathland

Since 1945 intensive food production involving the application of chemical fertilizers and the use of ever bigger machines addressed the nation's demand for plentiful and cheap food. To the credit of the farming community this goal has been largely achieved. The downside is a significant loss of wildlife habitat, even more apparent in a county like Essex, which for over 50 years has been dominated by arable farming. Unimproved grassland has been the one major habitat that has seen catastrophic losses. Across the county there has been a 99% loss of all its flower rich grasslands. In Epping Forest District there are only 106.3 ha remaining equating to just 0.31% of the district's land area. (EWT Phase 1 habitat survey 1996)

While the loss of a wood or hedgerow is often dramatic, involving heavy machinery and noisy chainsaws, the demise of a grassland is often far less obvious. Whether by the plough, over grazing, development or neglect, many grasslands are still slowly disappearing unnoticed. Many of the larger important sites which remain, such as the Roding Valley Meadows LNR (at 66.7ha this equates to over 60% of this rare grassland resource within the district), are being looked after but it is the smaller sites such as the old churchyards, village greens, roadside verges and small fields which are gradually being lost. Often these small areas are the only remnants within a parish, an oasis of unploughed, unsprayed meadowland. These sites can have a unique association of plants and offer a haven for birds, small mammals and invertebrates.

Heathland was never a widespread habitat across the district, but was restricted to the Forest areas on poor sands and glacial gravels overlying the London Clay. Historically the heaths were maintained by grazing, but in the last 70 years this has largely ceased. Consequently, heathland sites have been lost to encroachment by woodland. The exact area of heathland that still remains is hard to calculate, but the area of stand-alone heathland sites amounts to under 3 hectares.

Ponds

The word "pond" can be used to describe all static areas of water such as small pools, canals, reservoirs and lakes, but for the purposes of this plan lakes, canals and reservoirs will be defined as open water.

In the EWT Phase One habitat survey 1996 some 982 ponds were recorded in the district (315 ha given as open water) and in terms of pond density this equates to a figure of 2.89 ponds per kilometre square.
Ponds are found scattered across the whole district, but many are now under threat from lack of management through land use changes. Influencing farmers to manage existing ponds and encouraging people to create new ones will be a priority.

How to use the BAP

The aim of the plan is to raise public awareness and focus practical action on those biodiversity priority species and habitats occurring across the district. Each species and habitat action plan lists 'local actions' that should be undertaken within the district, and indicates the lead agencies or group concerned. To avoid unnecessary repetition, actions common to more than one plan have been listed under 'Generic objectives and actions'.

The biodiversity initiative is an ongoing process. The implementation and review of this and subsequent plans will be co-ordinated by the Epping Forest Biodiversity Steering Group, working with EFDC and other business and community partners.

Epping Forest biodiversity priority habitats, and species showing relationship to UK and Essex lists.

	E BAP	***LV BAP***	***UK BAP***
Habitats			
Urban areas	✓	✓	✓
Farmland	✓		✓
Woodland	✓		✓
Veteran Trees			✓
Hedgerows	✓		✓
Lowland Meadows			✓
Lowland Heath	✓		✓
Ponds		✓	✓
Species			
Black Poplar	✓		
Wild Service Tree			
Veteran Trees			
Great Crested Newt	✓		✓
Skylark	✓		
Stag beetle	✓		✓

E BAP – Essex Biodiversity Action Plan

LV BAP – Lee Valley Regional Park Biodiversity Action Plan.

UK BAP – UK Biodiversity Action Plan

Epping Forest District Council's Local Biodiversity Action Plan

GENERIC ACTIONS

Aim 1	Develop a partnership to work with biodiversity issues in the district				
Target	**Actions**	**Partners**	**Lead**	**Target Date**	**Monitoring**
1.1 Establish effective mechanism for promotion, implementation, monitoring and developing of LBAP.	1.1.1 Develop and maintain (quarterly meetings) a partnership/steering group with agencies in the district where information and ideas can be shared.	Epping Forest Biodiversity Partnership (EFBP)	EFDC	Ongoing	EFBP
	1.1.2 Monitor and evaluate effectiveness of BAP during quarterly meetings through review of actions and targets.	EFBP	EFDC	12/2008 Ongoing	EFBP
	1.1.3 Compile an annual monitoring report detailing all activities that have taken place during preceding year.	EFDC	EFBP	Ongoing	EFBP
	1.1.4 Develop 2 new biodiversity projects, with agencies in the district, e.g. town and parish councils. This year these are: 1.District wide Veteran Tree hunt 2. Cripsey Brook Nature Reserve with Ongar Town Council	EFBP	EFDC	04/2008	EFBP

Aim 2	Raise awareness and profile of, and involvement with, biodiversity in the district				
Targets	**Actions**	**Partners**	**Lead**	**Target Date**	**Monitoring**
2.1 Establish mechanism to publicise and raise awareness of biodiversity issues to local residents.	2.1.1 Publish a minimum of four articles per year in either EYE, Forester, 'Making the links' (ECC e-newsletter) or any other local newspaper and supply articles to relevant parish or town councils for their magazines.	EFBP	EFDC	01/2009	EFBP
	2.1.2 Develop a webpage on EFDC website for biodiversity, to promote the issue throughout the district.	EFBP	EFDC	05/2008	EFBP
	2.1.3 Identify individual contact person within all parish and town councils in the district to facilitate closer working and better communication.	Town/parish councils	EFDC	05/2008	EFBP
2.2 Engage schools and higher education establish-ments in biodiversity projects. Provide them with suitable materials and promotional activities.	2.2.1 Organise a minimum of two biodiversity projects per annum in schools and higher education establishments.	EFBP	Epping Forest Field Studies Centre	06/2008	EFBP
2.3 Organise and participate in promotional events across the district to highlight biodiversity issues.	2.3.1 Hold one promotional event per year, e.g. LNR Week.	EFBP	EFDC	03/2008	EFBP
	2.3.2 Ensure at least 7,000 volunteer hours are spent on biodiversity projects across the district.	EFBP	EFDC	03/2008	EFBP
	2.3.3 Organise a minimum of five nature walks per year across the district.	EFBP	EFDC	03/2008	EFBP

HABITAT ACTION PLANS

URBAN AREAS

Aim 3	Maximise the biodiversity potential of the urban environments of the district				
Targets	**Actions**	**Partners**	**Lead**	**Target Date**	**Monitoring**
3.1 Increase public understanding and interest in the value of biodiversity in private gardens.	3.1.1 Publish 'a Green Gardening Guide'.	Environment Agency (EA)	EFDC	04/2008	EFBP
	~~3.1.2~~ Promote 'wildlife-friendly gardening' during Council –run and other events.		EFDC	Ongoing	EFBP
	3.1.3 Publish monthly garden updates on the Council website.		EFDC	Ongoing	EFBP
	3.1.4 Produce list of gardening societies and allotment associations in the district.	Town/parish Councils	EFDC	07/2008	EFBP
	3.1.5 Promote the use of allotments, through the website, events and articles.	Town/parish Councils, Allotment organisations	EFDC		
3.2 Identify location and quality of garden ponds in the district.	3.2.1 Develop and circulate a public survey leaflet of garden ponds in the district.	Essex Amphibian Reptile Group (ARG)	EFDC	04/2010	EFBP

Aim 3	Maximise the biodiversity potential of the urban environments of the district				
Targets	**Actions**	**Partners**	**Lead**	**Target Date**	**Monitoring**
3.3 Raise the awareness about the impact on biodiversity of invasive alien plants in the garden.	3.3.1 Distribute "Protecting our native wildlife" by the Environment Agency on invasive alien species.	Essex Biodiversity Project (EBP), Invasive species group EA	EFDC	05/2008	EFBP
	3.3.2 Produce an article for publication in the Forester/local council magazines.		EFDC	06/2008	EFBP
	3.3.3 Highlight invasive alien species in EYE – one species per quarter.		EFDC	04/2008	EFBP

FARMLAND

Aim 4	Raise awareness of biodiversity issues within farming community				
Targets	**Actions**	**Partners**	**Lead**	**Target Date**	**Monitoring**
4.1 Establish effective links/partnership projects with six farmers by 2010.	4.1.1 Identify and establish good communication and relations with two farmers per year	EFDC	Farming and Wildlife Advisory Group(FWAG)	Yearly 2010	EFBP
	4.1.2 Distribute existing publications to farmers to encourage wildlife-friendly farming.		FWAG	Ongoing	EFBP

Aim 5	**Achieve optimum biodiversity condition for farmland in the district through high quality management.**				
Targets	**Actions**	**Partners**	**Lead**	**Target Date**	**Monitoring**
5.1 Maintain, improve and restore the biodiversity of 30 ha of farmland in the district by 2010.	5.1.1 Identify good quality* field margins in the district by working with farmers.	FWAG, local farmers, Natural England	EFDC	11/2010	EFBP
	5.1.2 Identify ponds on farmland through targeted public survey.**		EFDC	02/2010	EFBP
	5.1.3 Identify good quality woodland on farmland through public survey.**		EFDC	11/2010	EFBP
	5.1.4 Offer assistance to farmers to enable the uptake of agri-environment schemes across the district.		FWAG	Ongoing	EFBP

* See Annex 2
** See Annex 2

WOODLANDS

Aim 6	Achieve favourable management of woodlands in the district				
Targets	**Actions**	**Partners**	**Lead**	**Target Date**	**Monitoring**
6.1 Promote positive management of LoWS woodland sites across the district.	6.1.1 Encourage all "partner" owned woodland to have up to date management plans. 6.1.2 Facilitate woodland owner applications to grant schemes where appropriate.	Wildlife Trust(WT), Essex Wildlife Trust(EWT), City of London(CoL), EFDC, LVRPA, FWAG	EFDC FWAG	06/2008 06/2008	EFBP EFBP
6.2 Identify the owners of LoWS woodland sites.	6.2.1 Send maps identifying woodland wildlife sites to all parish and town councils.	Parish and town councils, EWT	EFDC	12/2008	EFBP

TREES

Aim 7	Conserve and raise awareness of veteran trees across the district				
Targets	**Actions**	**Partners**	**Lead**	**Target Date**	**Monitoring**
7.1 Identify the location of all veteran trees across the District on a parish by parish basis.	7.1.1 Complete survey of Stapleford Abbotts parish.	EFDC, WT	EFDC	12/2008	EFBP
	7.1.2 Complete survey of Lambourne parish.	EFDC, WT		12/2008	EFBP
	7.1.3 Complete survey of Chigwell parish.	EFDC, WT		12/2008	
	7.1.4 Complete survey of Theydon Bois parish.	EFDC, WT		12/2008	EFBP
	7.1.5 Complete survey of North Weald parish.	EFDC, WT		12/2008	EFBP
	7.1.6 Start survey of Ongar parish.	EFDC, WT, Ongar tree strategy group		09/2008	
	7.1.7 Record 1000 trees per year on the Favourite Trees web site.			12/2008	EFBP
	7.18 Conduct a survey of veteran trees in Epping Forest.	EFDC	City of London	12/2010	EFBP
7.2 Involve the local community tree wardens in surveying.	7.2.1 Organise 3 veteran tree awareness days.	EFDC, WT, City of London	EFDC	12/2008	EFBP

TREES

Aim 8	Conserve and raise awareness of wild service trees in the district				
Targets	**Actions**	**Partners**	**Lead**	**Target Date**	**Monitoring**
8.1 Ensure the protection and conservation of wild service trees across the District.	8.1.1 Record trees on Favourite Trees web site. 8.1.2 Start survey of Chigwell parish. 8.1.3 Start survey of Theydon Bois parish. 8.1.4 Start survey of Ongar parish.	EFDC, WT,CoL WT, EFDC WT, EFDC EFDC, WT,	EFDC EFDC EFDC EFDC	Ongoing 12/2008 12/2008 09/2008	EFBP EFBP EFBP EFBP

TREES

Aim 9	Conserve and raise awareness of the native black poplars in the district				
Targets	**Actions**	**Partners**	**Lead**	**Target Date**	**Monitoring**
9.1 Ensure the protection and conservation of native black poplars in the district.	9.1 Identify all owners of black poplars across the district. 9.2 Offer management advice as appropriate. 9.3 Produce a leaflet for tree owners on the ecology of native black poplars and why they are special.	Botanical Society of the British Isles, EWT, EFDC, EA	Botanical Society of the British Isles	12/2008 Ongoing 12/2009	EFBP EFBP

Aim 9	Conserve and raise awareness of the native black poplars in the district				
Targets	**Actions**	**Partners**	**Lead**	**Target Date**	**Monitoring**
	9.4 Take cuttings of individual trees for inclusion in "clone bank" nursery.			Ongoing	EFBP EFBP

HEDGEROWS

Aim 10	Encourage the appropriate management of hedgerows and endeavour to extend existing area of hedgerows				
Targets	**Actions**	**Partners**	**Lead**	**Target Date**	**Monitoring**
10.1 Record species rich and ancient hedgerows across the district.	10.1.1 Undertake hedgerow surveys across the district starting with Roding Valley Meadows and Ongar parish.	EWT	EFDC	12/2008	EFBP
10.2 Extend areas of hedgerows in the district.	10.2.1 Promote four free hedge schemes per year to landowners.	Parish/town Councils, Essex County Council(ECC)	EFDC	Annually	EFBP
10.3 Increase the number of hedgerows that receive appropriate management	10.3.1 Inform and educate landowner with ancient hedgerows on their land to manage their hedgerows properly.	EFDC	FWAG	12/2009	EFBP

SPECIES RICH GRASSLANDS AND HEATHLAND

Aim 11	Achieve favourable management of species rich grassland and heath in the district				
Targets	**Actions**	**Partners**	**Lead**	**Target Date**	**Monitoring**
11.1 Halt the loss of species rich grassland.	11.1.1 Identify the owners of all grassland wildlife sites.	EFDC, Parish/town councils	EWT	08/2008	EFBP
	11.1.2 Continue to manage special roadside verges.	ECC,EWT	EFDC	12/2008 ongoing	EFBP

SPECIES RICH GRASSLANDS AND HEATHLAND

Aim 12	Increase the area of species rich grassland and heathland by appropriate restoration and creation				
Targets	**Actions**	**Partners**	**Lead**	**Target Date**	**Monitoring**
12.1 To create 10 ha of species rich grassland in the district by 2010.	12.1.1 Create and restore 3.5 hectares of grassland per year.	WT, CoL, EWT, EFDC, LVRPA	EFDC	12/2008 annually to 2010	EFBP
12.2 To restore 1 ha of heathland by 2010.	12.2.2 Restore one third of a hectares of heath land per year.	WT, CoL, EWT, EFDC, LVRPA	EFDC	11/2008 annually to 2010	EFBP

PONDS

Aim 13	Support the protection and appropriate management of ponds and their surrounding habitats in the district				
Targets	**Actions**	**Partners**	**Lead**	**Target Date**	**Monitoring**
13.1 Ensure that ponds and surrounding habitats are surveyed.	13.1.1 Identify location of Parish ponds by undertaking Parish pond surveys. 13.1.2 Produce list of significant ponds on partners land holdings.	Essex ARG EWT Essex ARG EWT,WT, COL, LVRP, FWAG	EFDC EFDC	12/2010 12/2010	EFBP EFBP
13.2 Raise awareness of importance of ponds in the wider countryside/gardens.	13.2.1 Promote pond management and creation for biodiversity value when attending events. 13.2.1 Distribute leaflets on pond management/creation.	Essex ARG EWT FWAG	EFDC	Ongoing	EFBP
13.3 Restore existing ponds in the District through appropriate management.	13.3.1 Restore a minimum of 2 ponds per year.	WT, CoL, EWT, EFDC, LVRPA, FWAG	EFDC	12/2008	EFBP
13.4 Create new ponds across the District.	13.4.1 “Partners” to create a min of 2 ponds per year. 13.4.2 Encourage the public to create ponds where appropriate via website and by giving advice on creation and grant funding.	Essex ARG, EA Essex ARG, EA, FWAG	EFDC EFDC	Annually Ongoing	EFBP EFBP
13.5 Conduct surveys for Great Crested Newts (GCN).	13.5.1 Undertake a GCN survey of Nazeing Parish, then concentrate surveys on know areas of population.	Essex ARG	EFDC	03/2008	EFBP

Aim 13	**Support the protection and appropriate management of ponds and their surrounding habitats in the district**				
Targets	**Actions**	**Partners**	**Lead**	**Target Date**	**Monitoring**
	13.5.2 Undertake further surveys in known areas of population.	Essex ARG	EFDC	12/2008	EFBP

LOCAL NATURE RESERVES (LNRs)

Aim 14	**To achieve Natural England's access to natural greenspace target of at least one hectare of LNR per 1000 population.**				
Targets	**Actions**	**Partners**	**Lead**	**Target Date**	**Monitoring**
14.1 Increase the area of land declared as LNRs within the district.	14.1.1 Investigate the potential for the following sites to be declared LNRs 1) Norton Heath Common, High Ongar 2) Swaines Green, Epping 3) Worlds End, Roydon	Parish and town councils	EFDC	 12/2010 12/2009 12/2011	EFBP

Annex 1

Organisations in Epping Forest Biodiversity Partnership (Nov 2007)

Epping Forest District Council (EFDC)
Essex County Council (ECC)
Essex Biodiversity Project (EBP)
City of London (Epping Forest) (CoL)
Essex Wildlife Trust (EWT)
Lee Valley Regional Park Authority (LVRPA)
Botanical Society of the British Isles

Farming and Wildlife Advisory Group (FWAG) to join 2008

Annex 2 - Glossary of terms used and explanations.

Good Quality Field Margins
Field margins refer to the land between the field boundary feature and crop on arable fields (particularly cereals) or grasslands. Field margins of good quality are defined as ones which have high species and structural diversity and support key farmland species.

Public Surveys
Within the document reference is made to public surveys. This refers to survey work which will be co-coordinated by EF Countrycare and partners and the local community. E.g. Epping Forest Tree Wardens for Veteran Tree Surveys and Essex Amphibian and Reptile Group for pond surveys.

Phase 1 Habitat Classification
This classification was developed in the 1980s for the purpose of mapping terrestrial and freshwater habitats within SSSIs and nature reserves, and for larger scale strategic surveys. The classification has subsequently been used extensively for major surveys, including a Phase 1 habitat survey of Wales completed in 1996. The classification has been adopted by the Institute of Environmental Assessors as one of the standard methods for preparation of Environmental Statements under the Environmental Impact Assessment Regulations 1988. The classification was originally published by NCC (reprinted by JNCC) and is supported by a field manual (JNCC)

Ancient semi-natural woodland is woodland that is known to have existed before 1600 and Secondary Woodland is woodland that has developed on land which at sometime has not been wooded.

Local Wildlife Sites are “a discrete area of land which is considered to be of significance for its wildlife features in at least a District/Borough/ Unitary Authority context”. LWS were identified and declared by the Essex Wildlife Trust following a phase one-habitat survey of the District in 1991 (revised 1996 and 1998). Formerly know as Sites of Importance for Nature Conservation (SINCs), County Wildlife Sites and Wildlife Sites. The Epping Forest District has 181 Wildlife Sites. That breaks down into 118 Woodlands, 39 grasslands, 19 mosaic sites and 5 fresh water aquatic.

Veteran trees are of interest biologically, culturally or aesthetically because of its age, size or condition. As a rule, a tree that is either over 250 years old or has a diameter of over 3 metres at breast height can be described as a veteran. However, other factors must be considered such as the location and past management of the tree.

EXTERNAL

FUNDING

STRATEGY

AND TOOLKIT

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1. Introduction

1.1 Recent years have seen a significant trend away from direct grant provision by central government to local government. We are witnessing the emergence of an ever increasing number of grant funds through which local authorities are required to channel applications or submit bids as a means of maximising funding opportunities e.g. National Lottery, SRB, City Challenge, Home Office funds and opportunities available through Britain being a member of the European Community. All the evidence suggests that this trend is set to continue.

1.2 We recognise that, to achieve our goal in achieving best value, we need to combine economy, efficiency and effectiveness in the services we provide. Indeed there will be increased pressure on our financial position in the years to come with the need to keep close control over spending to minimise the use made of balances. Good use of external funding sources can reduce that pressure and allow us to continue developing our services for the benefit of local people. However, external funding is not and should not be considered as a means of simply reducing the Council's core expenditure, as funding bodies are committed to the principle of additionality.

1.3 The purpose of this strategy is to set out the principles, processes and procedures for ensuring maximum use is made of the funding opportunities available to the Council be it as a potential recipient or supplier of funds and, once they have been secured, that the funded project is properly managed. The implementation of such a strategy was recommended in the Internal Audit Report on External Funding issued in November 2006.

1.4 The Strategy is focused on the Council and its own procedures. However, those procedures do not exist in isolation. They impact on other internal procedures and they on it. The nature of local government activities and responsibilities now and indeed those of other public bodies is such that account needs to be taken, within those procedures, of the wider partnership implications.

1.5 This document also sets out general information on the various alternative sources of funding and advice on putting together a suitable bid for funding.

1.6 In our community wellbeing role we also fund a number of community and leisure groups through the Grant Aid Scheme.

Part 1 - Strategy/Strategic Elements

2. Scope

2.1 Definition

2.1.1 External Funding could be defined as any money which the Council secures extra to its annual allocation from central government or would normally be available to it, and the money it raises through council tax, fees and charges, either by itself or in partnership. Typically these resources might be secured through competitive bidding.

2.2 Projects

2.2.1 As external funding is defined as being extra to its annual allocation, it is assumed that the majority of activities which external funding is sought for can be defined as distinct projects. Inevitably there will be occasions when external funding is sought for an existing service or activity, but the fixed term nature of external funding often dictates a time limited, distinct project. For the purposes of this guide the definition of a project is taken as:

2.2.2 A distinct piece of work to be carried out, which is additional to the usual day-to-day activity of the organisation.

2.3 The Benefits of External Funding

2.3.1 Organisations in the Epping Forest District bring in a significant amount of external funding each year. This provides the opportunity to run trial projects, deliver services in targeted areas, address new agendas and engage in activities with partners, which would otherwise be restricted by a lack of core funds. The Government in particular, has been increasingly linking specific funding pots to policy initiatives, in an attempt to improve performance in key areas, and it is anticipated that the number of areas in which organisations are bidding for funds will increase further. This will inevitably lead to more people within organisations becoming involved in bidding for funds and utilising the benefits of external resources.

2.4 Performance Framework and Strategic Objectives

2.4.1 It is important that all external funding should be clearly linked to one or more of the Council's key policy objectives. Opportunist bids for funding can often result in predetermined aims not being achieved because staffing and other resources are diverted to objectives which are not corporate and are not priorities. This means that external funding proposals must be reflected in service plans through to the Council Plan (and, if necessary, the Community Strategy) and throughout the performance management framework. Similarly, the expected funding must be properly reflected in the annual process for compiling Council budgets and monitoring expenditure.

2.5 Legal Implications

2.5.1 Award of grant usually comes with conditions. It is necessary to be aware of these conditions and the legal liabilities which follow. Further information on the legal implications is set out in Appendix B.

2.6 **Role of External Funding Working Party**

The External Funding Working Party has a vital role to play in coordinating the external funding process. Further information on this role is set out in Appendix A.

2.7 **The Responsibilities of External Funding**

2.7.1 Once external funding has been secured, there are a number of ongoing responsibilities which organisations will need to be aware of, whether they are the co-ordinator of a particular fund, or just delivering a service which has been funded through external sources:

(a) Not Just Free Money

Any money which comes from an external source will have 'strings attached'. External funding is often viewed by budget holders as an increase in a core budget and is spent without regard to the aims or rules of the fund. It is important when using external funding that everyone involved in the spending of the money, delivery of the activity and management of the process is aware of their responsibilities and that the money is part of a 'deal' for which the organisation must fulfil its part.

(b) Budget and Financial Control of External Funding

The funding provided from external sources should be recorded as a DDF item as part of the initial budget planning process. Once the external funding has been secured it should be managed in the same way as any other Council CSB/DDF budget by being incorporated with the budget for the related Service area. The relevant Spending Control Officer (SCO) will receive monthly financial monitoring reports, together with transaction reports, and will need to monitor and report on significant variations relating to the project, in accordance with financial regulations.

Any conditions attached to the grant will need to be targeted, monitored and any necessary actions, recorded so that verification can be made to the external funder as necessary.

Any external funding will be accompanied by terms and conditions specifying how the funding should be used, but existing organisational policies and procedure will be overriding and will not be replaced.

The project will ultimately be audited as there will need to be confirmation that the organisation's procedures have been followed.

(c) Monitoring

Frequently, when securing external funding, there will be a series of targets or outputs to be achieved with it. This is effectively what the funding body has purchased from the organisation with their grant. Ensuring that these targets and outputs are delivered to the satisfaction of the funder, is often the most complex part of using external funding. The appropriate monitoring procedures need to be put in place to track progress from the beginning, otherwise funding can be lost and the organisation's reputation damaged.

(d) Reporting

The funders providing external resources will have a regular reporting schedule, which needs to be adhered to. Providing them with the correct information when required should always be the responsibility of a named individual. It is also important that the appropriate reports are circulated internally to allow others to monitor the project's progress and link it to the organisation's performance management framework.

(e) Continuity

Owing to the nature of external funding and the opportunities it presents, the person writing the initial bid may not be the same person managing the resultant budget, delivering the activity or monitoring and reporting back to the funding body. This can lead to any of the problems identified above being exacerbated, especially if someone involved in the project moves on. It is therefore important that everyone involved in externally funded projects is fully aware of the responsibilities for monitoring, reporting and budget management, and duly records the position at any given time.

2.8 **External Funding - Problems and Opportunities**

2.8.1 Progress has been made in recent years towards increasing the external funding attracted to the Epping Forest District. There are however, a number of issues potentially occurring across organisations which need to be addressed if the funding secured is to be maximised. These can include:

(a) Competing Bids

Competing bids can sometimes come from organisations working in the same field or even from within different parts of the same organisation. The latter limits everyone's chances of success and can ultimately damage the reputation of particular organisations with key funders.

(b) Strategic Direction

Bids are sometimes being submitted to funders without due consideration of appropriate priorities or strategic direction. This leads to bids not having sufficient demonstrable support or which are opportunist in nature, shifting the focus of work away from the Council's priorities.

(c) Sustainability

Bids can be submitted where the consequences of securing the funding have not been fully thought through. This can lead to problems during the delivery of projects and puts pressure on organisational budgets to 'rescue' projects or provide continuation funding.

(d) Delivery

The Council may be securing external funding without a full appreciation of the requirements placed on it by the funding body or its responsibilities for monitoring and reporting.

(e) Match or Joint Funding

Often the criteria for funding schemes encourage contributions from other sources. Indeed, obtaining match or joint funding might be a compulsory requirement in some instances and could certainly be the difference between whether or not a scheme gets the go-ahead. So it is important to be both mindful of and realistic about the availability of match funding prior to the development and submission of bids.

Some or all of these issues may need to be addressed within individual organisations and across the District as a whole, to enable the external funding brought in to be maximised and to ensure the effectiveness of how it is utilised, once secured.

(f) Risk Analysis

It is vital that a full risk assessment is carried out of the consequences of an external funding bid not being successful. This assessment should include identified risks (vulnerability, trigger, consequences) the risk matrix and an action plan, samples of which are attached at Appendices F-H, using an example of a funding bid in respect of homelessness prevention.

3. Objectives

3.1 To achieve the aim of optimising funding opportunities it will be necessary to:

- Research and report on all areas of funding development.
- Liaise with and maintain relationships with other agencies and internal service users to develop an information base against which future levels of funding activity can be assessed.
- Establish effective information communication systems with internal and external groups regarding funding.
- Develop the processes and procedures through which we can secure the maximum level of funding for the Epping Forest District community.
- Establish an information database on funding opportunities.
- Develop a fund finding advisory service to establish sources of and secure external funding.
- Provide a knowledge base on fund availability and access to information on application procedures.
- Assist with project management, identify additional opportunities and help generate innovative ideas.

4. Reflecting Strategic Priorities

4.1 The Local Strategic Partnership Community Strategy outlines a collective vision for the District over the next 20 years. The District Council has committed itself to deliver aspects of this joint action through its own policies and strategies, evaluation progress through its Performance Management Framework. External funding can be of valuable assistance in achieving strategic priorities, as it introduces additional resources to enable higher levels of quality to be achieved or timescales accelerated.

Part 2 - Toolkit

5. Sources of Funds

5.1 General

5.1.1 There is a wide range of *potential* funders to a particular project, each with different characteristics, each having a different motivation, each with their own preferred way of giving, each having different criteria and a route by which they can be assessed. It is important for the fundraiser to have a clear idea of their project, of whom they plan to approach and how they propose to attract support.

Broadly speaking, the sources can be broken down into the following types:

- National Lottery
- Other Government Funds
- European Funding
- Grant-making Trusts
- Sponsorship

(a) National Lottery

Further information on how the Lottery operates and opportunities arising through the different distributors is set out in Appendix C.

(b) Government Grants

Grants from government represent an increasingly important potential source of funding. It should be remembered that government grants are primarily designed to meet departmental policy and objectives and programme outcomes. These should be reflected in the published criteria for particular grants. Applications will therefore be expected to demonstrate clearly how they will help departments achieve their objectives. Another important and constraining aspect is that government funding works to an annual timetable ruled by the financial year running from 1 April to 31 March.

The different grants and financial support received can, generally speaking, be categorised, according to the government departments or non-departmental public bodies responsible. The main forms the support takes are in funding programmes, grant-in-aid, special initiatives and service contracts. Further information on the various Government Grants is set out in Appendix D attached.

(c) European Funding

The EU provides a huge amount of money for social and economic development in member states. The biggest proportion is available through the Social Fund, which goes to regional and local government, regional regeneration initiatives, learning and skills councils and voluntary organisations. The top 500 charities receive significant amounts annually from Europe.

There are three main types of funding available from the EU.

- *Structural Funds.* The most important of these are the European Social Fund (ESF) and the European Regional Development Fund (ERDF). These are controlled by member governments and need to be matched by funding from within the UK.

- *Budget line funding.* There are some 150 further budget lines which offer opportunities for voluntary organisations to apply for funding, although eligibility is not necessarily limited to the voluntary sector.

- *Contract and research funding.* This is for specific work which the European Commission wishes to commission, on its own or on behalf of another government. This work is usually put out to tender and can support research across a range of issues in the areas of health, environment, socio-economic affairs, energy, transport and medicine. Getting money from Europe can be a long, slow and painstaking process. There is increasing competition for the available funds, and the programmes, priorities and guidelines are constantly changing. Each year, the EU agrees its budget. The budget year runs from 1 January to 31 December and it is important to keep up to date and to make contact as early as possible, ideally a full year in advance. Although the budget is adopted in December, it has been under discussion for the whole of the preceding year and so it is never too early to begin your research, although you will be unable to apply until an official invitation to tender has gone out. Where matching funds are required, it is necessary to ensure these are committed before an application is made.

(d) Trusts

Further information on how trusts operate and on some of the trusts active in the District is set out in Appendix E.

5.2 **How grant decisions are made**

5.2.1 Most trusts respond to the requests they receive for support, rather than seeking out projects they would like to support. So the first stage in the grant-making process is receiving a proposal from an applicant. What happens next depends on the size of the trust. Larger trusts will have a procedure for assessing applications, which could include:

- the trust director or a specialist grants officer assessing the application and making a recommendation;

- a site visit or a meeting with the applicant;

- engaging a consultant to investigate and report (which would only be done for very large applications).

5.2.2 A report with recommendations is prepared for the trustees, with the final decision being made at the next trustees' meeting. Some of the very large trusts allow their staff discretion to decide smaller grants without reference to the trustees.

5.2.3 Smaller trusts tend to do everything through the trustees. They read all the applications they receive, reject clearly inappropriate ones and discuss together which they will support based on the information in your application.

(f) Commercial Sponsorship

Many businesses are prepared to sponsor events for either philanthropic reasons, to generate good public relations or to increase sales within a specific market. Care needs to be taken by the Council in seeking private sector sponsorship to avoid any possible conflict of interest or potential challenge, for example, in relation to potential future planning applications. Similarly, the Council would wish to avoid association with products or services not considered to be in the best interest of the health of our community i.e. Alcohol and Tobacco.

6. Putting Together a Suitable Bid

6.1 Principles and Stages

6.1.1 Once a project has been clearly and fully formulated, a bid for resources needs to be made. This section sets out the key principles of a good funding bid and offers tips on how best to write a bid to maximise the chances of its success. The principles covered are relevant to almost all types of bids and funding sources.

6.1.2 Preparing a bid can be looked at in five stages:

- Planning the bid
- Writing the application
- Preparing the financial package
- Preparing supporting documentation
- Submission of the bid

6.2 Planning the Bid

6.2.1 When preparing a bid for external funding it is vital that you plan thoroughly for each step in the process. Poor planning will inevitably lead to problems further along, or at the end of the process, could compromise the quality of the bid or even prevent its submission.

6.2.2 Key elements of the planning process include:

(a) Reading the guidance

Although an obvious point, it is often something that is overlooked until someone sits down to actually write the bid. Bidding guidance regularly contains a number of steps which applicants must go through prior to submitting a bid. Applicants may be requested to submit an initial outline of proposals, undergo eligibility checks or submit an expression of interest prior to receiving further detailed guidance on the final bid. Careful consideration of what steps the funder requires can have a great impact on the timing of a bid. It is essential to read the guidance thoroughly prior to embarking on a funding bid.

(b) Step by step planning/timetabling

Planning out the various steps in the process, in the form of a project plan should provide clarity on what is required. This is especially important when preparing the bid involves co-ordinating the contributions of many individuals or organisations. Ensuring that the process is mapped out against an appropriate timetable is also important, as slippage often leads to key elements being overlooked or the opportunity to review the bid prior to submission being lost.

(c) Tactics

Depending on the funding body or the type of arrangements being used to stimulate bids, there may be an issue of how much to request. Calls for projects where large amounts of money are available over a long period of time may allow more speculative or aspirational projects to be submitted, where overbidding is almost expected. Bids to smaller, more focused funds will demand a more realistic approach, requiring a demonstration of value for money and clear budgeting. Unless

the amount to bid for becomes a tactical issue, the best approach to follow is to be realistic and bid for the actual cost of a project. An unrealistically high or low bid may lead to an unnecessary failure.

(d) Find out what you are likely to get

Depending on the funding body, there may be an opportunity to discuss the proposals with them at an early stage. This can often lead to advice as to how much they are likely to put into a project (either as a % or an actual amount), subject to a suitable bid being submitted. Formal discussions with funders on the scale or a bid are often met with diplomatic, non-committal responses, but informal advice is increasingly forthcoming as funders seek to avoid raising expectations and prevent unnecessary preparatory work and bid submissions.

(e) Bids by more than one organisation

In circumstances where a project involves bids from more than one partner organisation, it is often advantageous to find out details of the partners' submission(s) and, moreover, the amounts others are bidding for. Working arrangements between organisations often dictate how much information is likely to be shared prior to bids being submitted. Working together to ensure complementary bids is usually beneficial to all parties.

(f) Bids involving submissions to more than one funding body

Where projects require the submission of bids to more than one funder, the requirements of each funder should be assessed together. Ensuring that all documentation produced meets the standards of all funders, should save time and effort. Planning the submission of multiple bids to meet the deadlines of different funders will also be crucial as each may depend on the others to commit themselves first.

(g) Assessment Criteria

Where scoring or other criteria are to be used by funders to assess projects, it may be possible to obtain those before writing the application. Where available, these will give an indication of what each question specifically needs to address.

6.3 **Writing the Application**

6.3.1 When writing a funding bid there are a few key points to remember, regardless of how the application form is structured or what supporting documentation is requested. These can be summarised as follows:

- never forget that to make a case for the funder to invest in the project – they must get something out of it in return.

- bids should present as a sensible business case ie the funder is being given the opportunity to purchase a set of outputs for their requested contribution. This must represent value for money for the funder.

- back up the case with appropriate facts and statistics, as this will be the only way they will be convinced that there is a need for the project.

- there can be a tendency when bid writing to plead poverty or make things look as bad as possible. This needs to be balanced up by offering a solution to the problems rather than just appealing for money. Pleading total poverty might jeopardise an otherwise potentially successful application. Once the need for the project has been demonstrated, the focus of the bid should be what the project is going to achieve.

- bids will always be assessed against the organisational priorities of the funder. Bids should aim to reflect these priorities throughout the application.

- management arrangements and how the project is to be delivered are often as important as what is being delivered. Funders need to know that their money is going to be managed effectively.

- demonstrable partnership bids are often more appealing to funders than those from a single applicant.

6.3.2 When completing an application form there is usually a set of core issues which need to be addressed, however the questions are constructed or phrased. Although the guidance notes provided with an application form will set out what is required in respect of each question, there are a number of good practice points to consider when deciding how to answer each of the following typical questions:

(a) What are the project aims and objectives?

Generally have one clear strategic aim for the project and up to six more specific objectives as to how the aim will be achieved.

(b) Project description

Describe the project in detail by considering the five Ws eg **what** is being delivered; **who** is delivering it; **why** is it being delivered; **where** is it being delivered; and **when** is it being delivered. The project description must show a clear progression from activity to achievement of outputs.

(c) What is the need for the project?

Alongside the obvious demonstration of why the project is needed, the bid needs to demonstrate why their funding is needed to solve the problem.

(d) What is the strategic context of the project?

List strategies and quote which sections link to specific elements of the project. Use most relevant national, regional, sub-regional and local strategies to demonstrate links at all levels.

(e) What consultation has taken/will be taking place?

The bids needs to give the funder confidence that the bid has the full support of the community, and that they will have some ongoing input into the project. Demonstrate all consultation, including partner organisations, and not just the wider community.

(f) What measures will be in place to enable successful monitoring?

The bid needs to show how activity can be tracked from action to output/outcome. How monitoring information is to be used also needs to be explained.

(g) What are the outputs and outcomes of the project?

The funder wants to see what practical outputs can be directly achieved as well as what the overall outcomes will be for the area, and how the two are linked.

(h) What alternative options have been considered and why have they been rejected?

Outline other methods of delivering the same types of outputs/outcomes and conclude why the chosen option demonstrates better value for money. Capital projects sometimes require costed options to be included.

(i) What is the exit/continuation strategy for the project?

Demonstrate how the funder's money will not have been wasted if the project comes to an end. If the project is to continue, sustainability needs to be demonstrated without compromising the need for the money in the first place.

(j) Identify potential risks to the project?

Identify risks and outline contingencies in relation to: legal; financial; management; organisational capacity; funding package; consents required etc.

(k) How does the project offer value for money?

Demonstrate how the unit costs for outputs compare favourably with other projects or alternative ways of achieving them or explain the reasons why, if they don't.

(l) How does the project complement existing/planned activity?

Show how the project adds value and how funding would provide for the additional element. It is also important in some cases to demonstrate statutory support for the project and show where the line between statutory provision and added value exists.

6.4 **Preparing the Financial Package**

6.4.1 The finances of a project are often the area scrutinised the most, yet are often poorly defined or thought through when putting a bid together. As with writing the application form, there are a number of key principles to consider when developing the financial information for a project:

- develop a clear cash flow to demonstrate the organisation can afford to take the project on, remembering that most grants are paid in arrears.

- the funding package for a project needs to be complete. Bids should never be submitted unless the other sources of funding for the project have been defined and that all contributions added together will meet the total project cost. This may need to be evidenced with copies of other funders' offer letters.

- all matched funding for the project should be included, indicating whether it is cash or in kind. The degree to which the matched funding is secured will strengthen or weaken the case for the project considerably.

- all financial tables must add up correctly and must match project cost tables exactly, thereby guarding against any unnecessary delays in the application process.

- external funding can be in respect of purely capital items, purely revenue items, or a combination of both. Where necessary the bid should differentiate between capital and revenue items, as it is common practice for funders to offer successful projects a capital allocation and a revenue allocation, with little flexibility between the two.

- 'double funding' should be avoided. The bid should be clear as to who is paying for what and that the funding being requested is not available from anywhere else.

6.5 **Preparing Supporting Document**

6.5.1 Depending on the size and type of bid being made, a number of supporting documents may be required. Generally, any large capital project will require a business plan to demonstrate long term sustainability. This should contain similar information to the application form, but in greater detail. Although the exact requirements of a business plan are usually defined by the funding body, the standard format for a business plan is as follows:

- Executive Summary
- Introductory Statement
- Purpose of the Project
- Project Description
- Target Area and Population
- Analysis of Need
- Current Provision
- Sustainable Delivery
- Organisational Information
- Management Arrangements
- Key Partners
- Timetable/Project Plan
- Finance
- Assumptions
- Monitoring and Evaluation
- Risk Assessment
- Links to other Activity
- Community Participation
- Marketing Plan
- Forward Strategy

6.5.2 Funders may also ask for documents such as constitutions and accounts as well as job descriptions and professional indemnity certificates.

6.6 **Submission of the Bid**

6.6.1 Once a bid has been written there are usually a number of processes to go through prior to submission. This will normally be the Head of Service in consultation with the Head of Finance. However, reference also needs to be made to the District Council's Contract Standing Orders and Financial Regulations in terms of "thresholds"; and any specific requirements of the funding body in terms of the necessary signatories. The most important of these is to get the bid read through by a 'critical friend' to ensure that the questions have been answered fully, and in accordance with the guidance. Time needs to be allowed for this to take place and for any comments or revisions to be incorporated. As bids which are poorly planned are often completed and submitted right on the deadline, this is often an area where mistakes and inaccuracies are overlooked, leading to a weakened bid.

6.6.2 The bid will need to be signed by the appropriate person within the organisation prior to submission. This can cause delays if the appropriate person is unaware of the project or is unavailable at the time the signature is required. Good planning at the start of the bidding process should ensure that this does not occur. Liaise with the signatory well in advance to identify and set aside a date and time for the bid to be signed.

6.6.3 On top of any internal approval required before the bid can be submitted, the funder may require further approvals from other partner organisations. They may also require letters of confirmation to be produced by other parties contributing funding to the project. Again, time for this needs to be incorporated into the overall bidding timetable.

6.6.4 Although funders will state that presentation is not important in their assessment of a bid, it is a key element in convincing them that the bid is part of a co-ordinated approach, from a professional organisation and that the bid fits within the organisation's overall framework. The quality of the presentation required will be dictated in most cases by the size of the bid and the amount of supporting documentation accompanying it. The better the presentation, the greater the clarity of bid and the less the likelihood of unnecessary queries and delays.

6.6.5 Basic advice to follow would include:

- Allow time for submissions to be professionally printed;
- Front covers should be presented in a corporate style, in keeping with other linked documents;
- Supporting documentation should be presented in a style in keeping with the bid document to reinforce the impression that the project has been well considered;
- Photos, maps, diagrams, tables and other supporting information should be used where appropriate, particularly where they strengthen the bid.

Ten Tips for Successful Bid Writing

- **Read the guidance carefully**
- **Talk to the funding body**
- **Find out what others are doing**
- **Match the funders priorities**
- **Develop strong management arrangements**
- **Make sure it adds up**
- **Get someone else to look at it, but not too late**
- **Make sure it's complete**
- **Presentation does matter**
- **Provide relevant supporting documents**

7. Project Management of Successful Bids

7.1 Introduction

7.1.1 Once a bid has been submitted and notification of success has been received, there are a number of issues which need to be considered by the organisation before progressing with the project.

7.2 Accepting an Offer

7.2.1 Before accepting an offer of external funding, the arrangements for managing the project should all be in place and the appropriate people involved in its management and delivery should be fully aware of what they are taking on. Using the correct project development processes up to this point would ensure that these issues have already been addressed.

7.2.2 Once an offer letter has been received, it will need to be signed and returned to the funding body before the project can begin, and no expenditure should be committed prior to this. Offer letters received should also be signed by someone with the appropriate financial authority within an organisation, and not just by person submitting the original bid.

7.3 Financial Management

7.3.1 Organisations receiving external funding should ensure that they are subject to the same processes as the organisation's normal expenditure, enabling consistent, robust financial management. Depending on the financial systems in place within individual organisations there are likely to be a number of issues which project managers will need to address before funding can actually be committed, including preparing budget forecasts and securing internal approval for cash flow, when grants are to be claimed in arrears.

7.4 Cost Centres

7.4.1 A specific cost centre or budget code should be established for each project, within the organisation's budget management structure, to enable project activity and expenditure to be easily identifiable when required for interim claims or monitoring exercises. A summary should be produced as part of the preparatory work for subsequent financial years budget indicating grants being sourced, a contact officer, their service area, a description of the grant and the sum requested/approved. This summary could be used to assist in reporting on and reviewing the external funding strategy, as well as informing the budgetary process

7.5 Grant Conditions

7.5.1 Although any external funding secured will be accompanied by terms and conditions specifying how the funding should be used, these should not replace existing organisational policies and procedures. Procurement is often an area where funding guidance will specify a particular process by which contracts should be awarded or equipment purchased, but these should be viewed as being in addition to, and not instead of, standard organisational procurement practice.

7.6 **Monitoring**

7.6.1 Once a project has commenced, there will be strict monitoring procedures to be followed, which will require the involvement of everyone working on the project. The processes to be followed will be stipulated in the grant offer letter and are likely to revolve around the achievement of outputs or outcomes. These requirements can only be satisfied if a robust system is put in place to track activity and expenditure through to demonstrable results, and this should also be developed prior to commencing any expenditure.

7.7 **Double Counting**

7.7.1 As most externally funded projects require the recording of outputs, and some projects will involve more than one funding source, it is important to be clear about which grant is achieving which results. In general, the same outputs should not be reported to multiple funding sources as being achieved by their funds alone. This is known as 'double counting', and is a particular problem when using more than one source of government funding, as the results reported to each funder will be aggregated at regional or national level to present a distorted picture.

7.7.2 Some funders will use a formula based approach to determine what their 'share' of the project's outputs are, depending upon the proportion of the total funding they have put in.

7.8 **Audit**

7.8.1 The monitoring and financial management procedures prescribed by a funder within an offer letter, will allow a certain amount of discretion and flexibility for delivery organisations in how they design and apply their own local systems. In most cases, however, the project will ultimately need to be audited by the organisation's external auditors or by someone appointed by the funder. This audit will need to confirm that the organisation's procedures have been followed throughout and that the processes used are appropriate for the scale of activity occurring as a result of the project.

7.9 **Evaluation**

7.9.1 Once a project has been completed, there may be a requirement to carry out, or commission an evaluation. Although some of the focus will be on whether the project met all of its output targets and spent the required amount of funding, it should primarily look at the overall impact of the project and ask the question **was it worthwhile?** In the interests of impartiality and to avoid any potential conflict of interest which may come about through an organisation evaluating its own projects, it is standard practice to have projects evaluated by an external body.

7.9.2 One cost-effective way of doing this is to invite a partner organisation to evaluate a project, with a reciprocal arrangement in place to give an independent view of their projects when required. Although not appropriate in every case, this is often a cost-effective way of carrying out a project evaluation, and one which can avoid the expensive background research and familiarisation work needed by specialist consultants.

External Funding Checklist - Issues to be Considered
(For Lead Officers use only)

	Establishing Initial Controls	**Tick**
1.	Approval for the project should be received from the funding organisation before any spending is committed	
2.	A budget holder/project manager should be clearly identified	
3.	One cost centre should be established for each project, within the organisation's budget management structure	
4.	A financial coding structure should be set up to match the budget headings in the contract with the funding organisation	
5.	An annual budget of all expected expenditure and receipt of grant should be produced	
6.	All project procurement should be carried out in line with the organisation's financial regulations	
7.	Identify key elements of the funding scheme and ensure that they are clearly understood by all those responsible for incurring expenditure, including: • Definitions of eligible expenditure • Any different rates at which expenditure will be reimbursed • The limit/cap on funding • The financial information to collect in evidence of claims • The non-financial evidence, i.e. proof of outputs that must be collected • The timetable for submission of claims, and the possible penalties for delayed submissions • Other terms and conditions of the grant, e.g. publicity requirements • Establish systems for identifying any changes to the terms of the grant	
	Ongoing Monitoring	**Tick**
8.	Regular budget management reports will be produced as per normal revenue and capital expenditure, and should be completed by the relevant budget manager	
9.	All estimates of grant income due should be based on forecasts of activity rather than maximum entitlement	
10.	Maintain a claims register and review regularly against timetable to ensure up-to-date	
11.	Monitor outputs of the project against the predicted levels	
12.	Report any changes to the project as necessary	
	Matched Funding	**Tick**
13.	Monitor matched funding expenditure in line with expected amounts	
14.	Report any significant changes to the awarding body. If for any reason the match funding amounts change, then it is likely that the grant will need to be changed in line with this	
15.	Match funding letters of confirmation should be maintained on the project files for audit purposes	

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APPENDIX A

ROLE OF EXTERNAL FUNDING WORKING PARTY

The External Funding Working Party is comprised of Council Officers with relevant corporate responsibilities and experience. Its membership is subject to regular review in the light of changing circumstances.

The Chairman of the Working Party is appointed by the Management Board.

Its terms of reference are approved by the Management Board as follows:

(a) to be responsible for carrying out an annual review of the policy and the toolkit to ensure that the contents are up to date and reflecting current Council thinking and to consult with Heads of Service for their views;

(b) to carryout, as part of the annual review set out in (a), a review of the way in which external funding procedures are operated in relation to the guidance contained in the policy and toolkit and, where necessary, to draw attention to any concerns;

(c) to ensure that advice is available to the Council and outside agencies in both written form and through the website and intranet;

(d) to meet in exceptional circumstances to give advice on specific projects where this is requested by a Head of Service, the Management Board or the Council.

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LEGAL IMPLICATIONS - EXTERNAL FUNDING

1. Before accepting a grant there is a need to be aware of the conditions attached to it and consider what liabilities might follow. All contracts must comply with the Council's Standing Orders.

2. In particular there is a need to be aware of and check:

   (a) Triggers for repayment of the Grant.

   (b) Length of contract and the ability of the Council to fulfil its terms.

   (c) Ownership of items purchased with the Grant and any future maintenance liabilities.

   (d) Basis on which Grant funded staff are employed - if EFDC is the employer any liabilities at end of term.

   (e) Contract to be signed by appropriate Head of Service, in accordance with Contract Standing Orders and Financial Regulations, in consultation with Finance and, if necessary, Management Board.

3. Delivery of the Grant objectives by engaging a third party.

   (a) Status of third party/references/financial checks.

   (b) Contract with third party - compliance with Standing Orders, trigger points for repayment of Grant must mirror the Councils contract with the Grant provider and be enforceable, include targets to measure delivery of objective.

4. Heads of Services must consult with Legal Services for advice on contractual matters and Human Resources for advice on employment issues.

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APPENDIX C

NATIONAL LOTTERY – FURTHER INFORMATION

The National Lottery is now the largest single source of funds for voluntary organisations and for arts, sports and heritage projects. The lottery is of such size and importance that many organisations now gear a substantial part of their fundraising effort towards getting support from the various distribution boards.

The Lottery was launched in 1994 and has established itself as a key funder of voluntary activity. Many voluntary groups have applied for Lottery and many have succeeded. However, it takes time and effort to put together a good application and the assessment is a rigorous and demanding one.

It is operated under licence until 2009 by Camelot plc. After prize money is given out, tax due to the Treasury and operating expenses, 28.5% of the total take is passed to the National Lottery Distribution Fund for distribution to good causes. The Distribution Fund is then passed onto the various distributors of which there are currently seven in England:

- Awards For All
- Arts Council England
- Big Lottery Fund
- Heritage Lottery Fund
- NESTA (National Endowment for Science, Technology and The Arts)
- Sport England
- UK Film Council

(Each of these areas is described in more detail in Appendix …)

Awards for All

This is the small grants programme. The Arts, Charity, Heritage and Sports Distributors, working together, make grants in the range of £500 to £5,000. The programme is open to small charities and community groups with an annual income of less than £15,000.

It is administered by the Community Fund on behalf of the Four Boards. Awards For All Funds projects which enable people to take part in art, sport, heritage and community activities, as well as projects that promote education, the environment and health in the local community - although it should be noted that small grants from the Heritage Lottery Fund are not available in respect of conservation for fear that 'local communities might do it wrong'. The bulk of the funding is for Community Fund projects.

There are no deadlines or programme closure dates for grants for the arts as it is a rolling programme.

www.awardsforall.org.uk - for more information

Big Lottery Fund

The Big Lottery Fund was formed from the merger of the New Opportunities Fund and the Community Fund. It currently distributes half of the fund that the National Lottery raises for good cause approximately £600 million p.a.

Big Lottery Fund gives grants to projects that improve health, education and the environment and support those most in need. Big Lottery Fund has a rolling programme of funding streams with 'Awards for All' currently being the major focus with respect to small grants.

www.biglottery fund.org.uk - for more information

Heritage Lottery Fund

The Heritage Lottery Fund aims to enable communities to celebrate, look after and learn more about the Country's diverse heritage. The types of projects supported range from museums and historic buildings to parks and nature reserves.

The Heritage Lottery Fund operates a number of grant schemes with differing grant levels from £5,000 up to major awards in excess of £1 million.

www.hlf.org.uk - for more information

NESTA (National Endowment for Science, Technology and The Arts)

The National Endowment for Science, Technology and the Arts (NESTA) offers support to enable individuals, groups and organisations to explore new ideas, develop new produces and services and generally be creative an innovative in science, Technology and the Arts. This can be for social or commercial objectives.

NESTA's funding can range from £500 up to £85,000 upwards, depending on the funding programme.

www.nesta.org.uk - for more information

Sport England

Sport England funds projects that help people get involved in sport and physical activity. This includes refurbishing or building new facilities and developing programmes and initiatives that use sport and activity to support community cohesion, improve health and raise educational standards.

The programmes within the Community Investment fund generally start at £10,000 with no defined limit.

www.sportengland.org.uk - for further information

UK Film Council

The UK Film Council uses National Lottery money to develop new filmmakers and develop new British Films, with the key aim of encouraging jobs, investment and the image of Britain abroad.

www.ukfilmcouncil.org.uk - for further information

APPENDIX D

FURTHER INFORMATION ON GOVERNMENT GRANTS

Specific and Special Grants Inside and Outside Aggregate External Finance (AEF)

Specific and Special grants are distributed outside the formula grant. They can be ringfenced or unfenced. Ringfenced grants are aimed at specific services or priorities and carry more restrictions concerning their application than unfenced grants, which are directed at named categories of expenditure but without formal restrictions on what the money can be spent on.

A further distinction exists in that some specific and special grants are issued as grants outside AEF, even though they support certain elements of revenue expenditure. For the status of a particular grant, reference should be made to the Department for Communities and Local Government.

Government Departments

- **Department for Constitutional Affairs**
- **Department for Culture, Media and Sport**
- **Home Office**
- **Department of Health**
- **Foreign and Commonwealth Office**
- **Department for Transport**
- **Department for Education and Skills**
- **Department for Trade and Industry**
- **Department for Environment, Food and Rural Affairs**
- **HM Treasury**
- **Privy Council**
- **Department for Work and Pensions**
- **Department for International Development**
- **Ministry of Defence**
- **Department for Communities and Local Government**
- **Cabinet Office**
- **Office of the Leader of the House of Commons**

Grants within AEF (Aggregate External Finance) Department for Education and Skills (DfES)

Dedicated Schools Grant (DSG)

Grant paid by the DfES, under Section 14 of the Education Act 2002, to local authorities for spending on their Schools Budget.

Children's Services

The Children's Services grant, which is not ring-fenced, is provided to enable local authorities to improve services - in particular to:

- **Support the development and provision of services in line with the Adoption Support Services Regulations 2005** The grant should be used to provide support services in line with the new regulations and in connection with the administrative costs of implementing these regulations.

- **Secure improved access to education for vulnerable children**, in particular: to provide high quality education for those unable to attend school or whose circumstances make it difficult for them to do so.

- **Support local authorities in developing placement choice for looked after children**, to increase placement stability and improve outcomes, particularly focusing on fostering services.

- **Further develop children's trusts and the role of Local Safeguarding Children Boards.** Some of this funding can be used to support the establishment of new child death review processes.

- **Introduce new processes to support improved information and assessment across agencies in children's services.** This should include training, particularly multi agency training, to improve information sharing, implement the Common Assessment Framework and the Lead Professional and introduce effective multi agency working.

General Sure Start Grant

This grant is made available to local authorities to allow them to pursue the goals set out by the Government as part of the National Childcare Strategy. Local authorities are responsible for administering this grant.

It also includes Local Sure Start Grant.

Standards Fund - School Standards Grant

Grant paid to local authorities to be fully devolved to schools on the basis of the formula set out in the 2006-2008 Standards Fund Circular.

Standards Fund - Other

Standards Fund – School Development Grant

Grant paid to local authorities to support the raising of standards of teaching and learning in schools.

Standards Fund – Devolved School Meals

Grant paid to local authorities to be fully devolved to schools on the basis of the formula set out in the 2006-2008 Standards Fund Circular.

Standards Fund – Targeted School Meals

Grant paid to local authorities to support the transformation of school meals and the target to place school meals on a sustainable footing at a level of quality to meet the nutritional standards for school meals that became mandatory in September 2006.

Any other Standards Fund

Revenue grants paid to local authorities as part of the DfES Standards Fund programme:

- Ethnic Minority Achievement (EMAG)
- Targeted Improvement Grant
- Extended Schools
- Targeted Support for Primary Strategy
- Targeted Support for Secondary Strategy
- Aimhigher
- Fresh Start and New Partnerships
- Music at Key Stage 2
- Primary Strategy: Central Coordination
- Secondary Strategy: Central Coordination
- Secondary Behaviour and Attendance
- Education Health Partnerships
- School Improvement Partners
- Music Services
- School Travel Advisers
- Choice Advisers
- Study Support: Quality Development Programme
- Playing for Success
- London Challenge
- School Intervention Grant
- Flexible 14 to 19 Partnerships Funding

Teenage Pregnancy Local Implementation

The purpose of the grant is to support the implementation of local teenage pregnancy strategies, through the pump-priming of promising practice and new approaches, and ensure that robust arrangements are in place for the co-ordination and the delivery of agreed local action plans.

The money is allocated by a formula that reflects the under 18 conception rates and population sizes, the reduction in under 18 conception numbers that an area must achieve to reach their 2010 target, and a minimum level of funding for strategic and partnership working.

Unaccompanied Asylum Seeking Children (UASC) Leaving Care Costs

This grant is paid to local authorities providing leaving care support to former relevant unaccompanied asylum seeking children.

Youth Opportunity

The Youth Opportunity Fund is part of the wider policy agenda in the Youth Green Paper: The fund is to be spent at young people's discretion on projects to improve things to do and places to go in their area. This will support their personal and social development and help young people achieve the Every Child Matters outcomes.

Positive Activities for Young People programme (PAYP)

DEPARTMENT FOR TRANSPORT (DfT)

Specific Road Safety Grant

This grant includes funding for Safety Camera Partnerships.

Detrunking

Grant under section 31 of the Local Government Act 2003 to local authorities receiving former trunk roads in recognition of the additional responsibility they have taken on for routine maintenance.

Kerbcraft Road Safety

Work Related Road Safety

Rural Road Safety

Road Safety Partnerships

Road Safety Delivery
Congestion Performance Fund

Transport Innovation Fund

Inner City Demonstration Projects

GLA Transport grant

Grant paid to the Greater London Authority for those purposes of Transport for London which involve only current expenditure; grant used to finance capital expenditure should be recorded as income on the appropriate capital form.

Metropolitan Railway Passenger Services

Payments to Passenger Transport Authorities to support PTE-secured rail services.

Personalised Travel Pilot

Roadside Vehicle Testing

Rural Bus Challenge and Kickstart

Grant to local authorities for subsidy of local bus services in rural areas previously not well served.

Rural Bus Subsidy

Payments made from 1998/99, under the Local Government Finance Act 1988, to county councils, unitary authorities and passenger transport authorities, in support of the costs relating to bus services projects in rural areas (i.e. outside settlements of over 10,000 people).

Travel Plan Bursaries

Urban Bus Challenge and Kickstart

Grant to local authorities for subsidy of local bus services in urban areas previously not well served.

DEPARTMENT OF HEALTH (DoH)

Access & Systems Capacity

Aimed at expanding the capacity and range of community based social care services for older people.

AIDS Support

Grant aimed at supporting authorities' social care provision for people with AIDS/HIV (and where appropriate, their partners, carers and families), to enable those living with AIDS/HIV to live in the community as long as possible.

Carers

The grant is for expenditure which stimulates greater diversity and flexibility of provision, enables carers to take a break from caring and encourages a greater awareness by councils of the need for services which are more responsive to the needs of carers.

Child and Adolescent Mental Health Services (CAMHS)

This grant was previously included in the Mental Health grant, but is now separately identified and is intended to be used for improving mental health services for children.

Delayed Discharges

A grant aimed at reducing the number of people remaining in hospital longer than is necessary.

Human Resources Development Strategy

A grant aimed at supporting social care employers to develop the social care workforce.

Individual Budgets Pilots

This grant is to support the Independence, Wellbeing and Choice agenda, including the piloting of individual budgets and wider work on modernising needs assessment processes. The pilot sites will be working with existing budgets but the intention is to give them all a modest allocation to support the costs of running the pilot.

Mental Health

The grant is to help local authorities improve the social care of people with a mental illness who need specialist psychiatric care, working in close co-operation with NHS services.

Mental Capacity Act and Independent Mental Capacity Advocate Service

The Mental Capacity Act 2005 became law on 1st April 2007. The Department of Health is making resources available to enable Councils with Social Services Responsibilities (CSSRs) to train staff across their Implementation Network to understand the implications of the Act

National Training Strategy

Grant to support the social care staff across the statutory, private and voluntary sectors.

Partnerships for Older People Projects

This grant provides funding to pilot new financial initiatives across health and social care that promote cost effective preventative services for older people, and which encourage the integration of budgets and services.

Preventative Technology

This grant provides funding to pilot new financial initiatives across health and social care that promote cost effective preventative services for older people, and which encourage the integration of budgets and services. These shared projects should in particular explore how the whole health and social care system can provide local authorities with positive financial incentives to invest in preventative services.

Preserved Rights

The grant assists councils with their responsibilities for care home residents who had preserved rights to higher rates of income support.

Smokefree Legislation

The smokefree provisions of the Health Act 2006 came into force on 1 July 2007. The Government has proposed that first-tier local authorities will be enforcement authorities for the new laws. The Department of Health is making resources available to support first-tier local authorities to undertake this work.

DEPARTMENT FOR WORK & PENSIONS (DWP)

Housing Benefit and Council Tax Benefit administration

This includes grants toward the approved costs of administering the Housing and Council Tax Benefit schemes, including the additional amounts for processing claims involving Tax and Pension Credits. The grant also includes funding towards the Fraud Incentive Scheme.

Performance Standards Fund

The Performance Standards Fund, solely applies to Housing Benefit/Council Tax Benefit administration and was set up to help local authorities tackle barriers to improved performance. The fund aims to help councils bridge the gap between their current performance and the standards set by the Department of Work and Pensions.

Workstep

Workstep is the new name for the modernised Supported Employment Programme, introduced on 1 April 2001. Workstep provides job support to over 30,000 disabled people who face more complex barriers to getting and keeping a job, and who can work effectively with the right support. It enables eligible disabled people to realise their full potential to work within a commercial environment, giving them, whenever possible, an opportunity to progress into open employment. The programme also offers practical assistance to employers.

COMMUNITIES AND LOCAL GOVERNMENT

Homelessness

Grants towards the costs of implementing local homelessness strategies. All authorities are offered a set allocation based on historic levels of homelessness and have the opportunity to bid for additional funding.

Local Authority Business Growth Incentives (LABGI) Scheme

This grant is the proportion of the growth in business rates, above a predetermined floor, paid to an authority in the final quarter of the year.

Local Public Service Agreement (LPSA) Performance Reward Grant

Performance Reward Grant can be earned by top tier authorities when they meet twelve stretch targets in Local Public Service Agreements made with the government. The grant is equivalent to 2.5 per cent of the authority's net budget requirement.

Neighbourhood Renewal Fund

A fund payable to the most deprived local authorities in England to support the Neighbourhood Renewal Strategy. The purpose of these non-ring fenced resources is to help these authorities focus their main programme expenditures on their most deprived neighbourhoods to deliver better outcomes for their most deprived communities.

New Dimension Grants

This includes New Dimension Accommodation and Crewing grants.

Planning Delivery Grant

The grant is to meet PSA6, which requires all authorities to have local development frameworks in place and to meet the BV development control targets. The grant entitlement is based on authorities' high performance or improvement against the targets for development control. Authorities get bigger shares of the grant the more

their performance improves. Grant will be enhanced in the areas of high housing demand and the growth areas to complement work being done on PSA5.

The Private Finance Initiative (PFI)

Record the support given for the **revenue** expenditure which is incurred in meeting payments to contractors for the **capital** element of new projects undertaken through the PFI.

Supporting People Administration

The Welfare Services Grant for the Implementation of Supporting People (Supporting People Administration Grant): its aim is to contribute towards the cost of local authorities preparing for the implementation of Supporting People under section 93 of the Local Government Act 2000.

Supporting People Grant - Housing

Supporting People Grant – Social Services

Supporting People is the Government's long-term policy to enable local authorities to plan, commission and provide quality support services which help vulnerable people live independently in the community.

DEPARTMENT FOR ENVIRONMENT, FOOD & RURAL AFFAIRS (DEFRA)

Animal Movement Licences

Grant for the switch of some of the livestock movement licensing arrangements to local authorities.

National Parks & Broads

Grant paid to National Park Authorities.

Waste Performance and Efficiency

Grant to support new and more efficient ways to deliver waste reduction and increase recycling and diversion from landfill.

DEPARTMENT OF TRADE AND INDUSTRY (DTI)

Copyright, Patents and Designs Act grant

The purpose of the grant is to provide support to local authorities in England towards expenditure lawfully incurred or to be incurred by them in their role of enforcing the legislative requirements set out in the Copyright Designs and Patents Act, which commenced on 6 April 2007.

HOME OFFICE (HO)

Asylum Seekers

Grants are provided to help local authority social services departments meet the additional costs that they may incur providing social services for asylum seekers.

Basic Command Units (BCU) Fund

The BCU Challenge Fund is to support and encourage innovative ideas and develop and spread best practice at police force Basic Command Unit level. Grants will be targeted towards forces with BCU's in high crime areas to help reduce crime in partnership with Crime and Disorder Reduction Partnerships.

Community Support Officers

Grant to support the costs of Community Support Officers who will free up police officer time, will play a crucial role in providing reassurance and who will have some powers to deal with low level crime and anti-social behaviour.

Counter Terrorism

A specific grant administered through ACPO to ensure that the Police Service can effectively delivery its counter terrorism commitments in line with CONTEST.

Initial Police Learning and Development Programme

Forces are required to provide initial training for all of their new recruits, in force, from April 2006.

Crime Fighting Fund

Grant payable to police authorities to boost recruitment of police officers.

Neighbourhood Policing Fund

The Neighbourhood Policing Fund's purpose is the help enable an expansion in neighbourhood policing and in particular an increase in the number of community support officers to 24,000 in 2008.

Probation Loan Charges

Payment to local authorities to cover loan charges relating to capital purchases for the Probation Service prior to April 2001.

Reform Deal

Grant towards costs of Police Reform Programme.

Young People Substance Misuse Partnership

Grant in support of the delivery of the updated "Drugs Strategy 2002 Tackling Drugs". It is a pooled budget containing funding from the Home Office, Department of Health, Department for Education and Skills and Youth Justice Board.

CABINET OFFICE (CO)

LFEPA Civil Contingencies

Other Grants within AEF

GRANTS OUTSIDE AEF (AGGREGATE EXTERNAL FINANCE)

DEPARTMENT FOR EDUCATION & SKILLS (DfES)

Children's Fund

Neighbourhood Support Fund

Education Maintenance Allowance

Grant payable for scheme to keep children in education training past the age of 15.

Higher Education Funding Council (HEFC) Payments

Payments made by the Higher Education Funding Council for England to local authorities, for staff related (Crombie payments) and other inherited liabilities of higher education institutions formerly under LEA control.

Connexions

Adult and Community Learning from Learning and Skills Council (LSC

Grants made by the LSC for Adult Education.

Sixth forms funding from Learning and Skills Council (LSC)

Grants made by the LSC for Sixth Form Education.

Further Education funding from Learning and Skills Council (LSC)

Mandatory Student Awards

Grant paid by central government in respect of Mandatory Student Awards.

DEPARTMENT FOR TRANSPORT (DfT)

Mersey Travel

Grant for Merseytravel PTE to cover the subsidy element of the Merseyrail Electrics rail network funding under a concession let by Merseytravel PTA. Paid in turn by the PTE to the Merseyrail Electrics concessionaire.

DEPARTMENT FOR WORK & PENSIONS (DWP)

Council Tax Benefit: subsidy

Mandatory Rent Allowances: subsidy

Mandatory Rent Rebates outside HRA: subsidy

Rent Rebates Granted to HRA Tenants: subsidy

COMMUNITIES AND LOCAL GOVERNMENT

Beacon

Beacon Grant

Rewards best value authorities showing excellence in a specified service area, allowing them to organise events and other activities to help transfer this good practice to other authorities. Section 36 Grant.

Beacon Peer Support Grant

Provides Beacon authorities with additional money to carry out specific targeted work with other authorities to raise their performance in individual service areas or to inform national policy.

Capacity Building

The Capacity Building Programme aims to help local government improve its capacity and competence to deliver or procure effective and efficient services and to develop better community leadership.

The Capacity Building Fund is also supporting the implementation of the Efficiency Review, the National Procurement Strategy and the Pay and Workforce Strategy. This work is being taken forward via Improvement Partnerships in conjunction with a combination of national programmes, tailored support for councils and support for innovation.

Housing Acts/ Urban Developments - contributions towards cost of loan charges

Contributions towards the cost of loan charges incurred by local authorities in respect of:

- grants they have made under the Home Improvement Grant system;
- costs of environmental works in General Improvement Areas and in Housing Action Areas (including enveloping schemes);
- costs of giving mandatory assistance to eligible private owners of designated defective dwellings sold by the public sector;
- costs relating to the conversion or improvement of their non-HRA dwellings;
- losses incurred in the exercise of their slum clearance functions.

Most of these grants were commuted on 1 October 1992.

New Deals for Communities (NDC)

This programme of £2b over 10 years consists of 39 of the most deprived neighbourhoods in England. Grant is paid under sections 126-128 of the Housing Grants, Construction & Regeneration Act 1996. Most of the NDC partnerships currently use their local authority as an accountable body as they have the necessary systems to ensure funding conditions are met on behalf of the partnership.

Efficiency Improvements in Local Government

Administered by Communities and Local Government. Grants on the revenue side include continuing support towards projects approved under the earlier schemes - Urban Programme and City Challenge, as well as a significant part of the s11 grants due to ethnic minority populations.

Fire Services

New Ventures Fund

This grant is about joined up government, forging new alliances, creating partnerships and promoting innovation by sharing risks involved in new types of delivery so that the public can get the benefit of a more integrated package of services.

Neighbourhood Management Pathfinder

Neighbourhood Element

Joint Liveability

Safer and Stronger Communities Fund Programme

Local Enterprise Growth Initiative

New Growth Points Funding

Cleaner, Safer, Greener Element

Housing Market Renewal Grant

DEPARTMENT FOR ENVIRONMENT, FOOD & RURAL AFFAIRS (DEFRA)

Countryside Commission Grant

Grants by the Countryside Commission under section 9 of the Local Government Act 1974.

Rural Social and Community Programme

Aggregates Levy Sustainability Fund

HOME OFFICE (HO)

Building Safer Communities

Tackling Violent Crime Programme

Crime Reduction Grants

Grants to Crime and Disorder Reduction Partnerships.

Drug Strategy Partnership Support Grant

Anti-Social Behaviour Trailblazer

Anti-Social Behaviour Action Area

Anti-Social Behaviour Grant

Youth Offending Teams Grant

Home Office direct funding of Youth Offending Teams (YOTs), including the grants to the 11 YOT areas as part of the referral order pilots.

Note:

Civil Defence: grant now transferred to FSS.
Lottery Funding: is not a grant.
Magistrates' Courts: are now the responsibility of Her Majesty's Courts Service (HMCS).
NDR allowance: is not a grant.
Training Support Programme: now funded through Formula Grant.
Youth Justice Board funding of Youth Offending Teams is not a specific grant.
Regional Development Agencies: grants to local authorities are capital rather than revenue grants.
Landfill Allowance Trading Scheme is not a grant.

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APPENDIX E

TRUSTS – FURTHER INFORMATION

Grant-making trusts (sometimes known as foundations) are independent grant-making bodies. They obtain their income from investments or through their own fundraising. They are set up specifically to give money away for charitable purposes and for community benefit. There are currently about 9,000 of them, giving approximately £2 billion a year. They are a 'must' for most fundraisers, not only for well-established national and local charities but also for new and smaller community-based projects.

Trusts come in all shapes and sizes, founded for a variety of reasons, with different social and political perspectives, and with different approaches to grant-making. It is essential to research carefully which trusts are worth approaching, what aspects of your work they will be interested in, the size of their current grants budget, and the range of their grants.

Most trusts say that they receive far more applications that they can possibly support - but not enough good ones. Many are circular letters produced on a word processor, sent to a large number of trusts without being tailored to the trust's particular interests and priorities. These are generally rejected on sight. The key to success is to make sure that each application sent is relevant to the particular trust and that an appropriate amount is asked for.

Many trusts see their key role as being to support innovation - new ideas, new ways of doing things, new needs, new organisations. They will be wary of anything which could be interpreted as simply compensating for cuts in statutory funding or of continuing to fund the core costs of an organisation over a period of time. Many organisations owe their existence to progressive trusts which were prepared to shoulder whatever risk there may have been during its early stages. The downside of this, of course, is that to obtain funding beyond the initial start-up period (usually a maximum of three years), organisations are compelled to re-package their work into 'new' projects, even if they are still addressing the same long-term need.

Successful fundraising from such bodies involves identifying suitable trusts, finding out as much as possible about them, trying to get them interested in your work even before you approach them for money, finding an aspect of your work that they will want to support, and persuading them to say 'yes'.

Community Trusts

Many trusts are restricted in where they can give support. Some trusts can give throughout the UK. Many can give only locally.

Community trusts work in specific geographical area to provide grants for local charitable activity. The idea is relatively new. They operate in two main ways:

- by building an endowment of capital raised from companies, trusts and rich individuals in their area, and through legacies. The income from this is then used to make grants. Some also organise fundraising events to generate further income for their grant-making.

- they work with other donors to help them distribute their money more effectively. Donors can direct their funds to a favoured cause or within a specified geographical area. Themed funds can address a particular issue, such as crime prevention, and projects can be supported with donations from several sources.

Community trusts are promoted, supported and trained by the Community Foundation Network.

Large and Small Trusts

Most of the larger trusts publish guidelines as to what they will and will not fund. It is important to read these before applying to ensure that your proposal fits within their policies and not their exclusions.

Larger trusts are managed professionally and tend to have a clerk, secretary or director (the title varies), who is in executive charge of the grants programme, together with some administrative support. Some very large trusts have a team of specialist or regional grants officers. The director will report to a board of trustees. The trustees remain responsible for policy and grant decisions, but base their decisions on the recommendations of their staff. Most of the larger trusts have clear policies for what they are interested in supporting. Applications are assessed according to these and there is no point in applying if you cannot demonstrate that your project or organisation fits within those guidelines.

Smaller trusts are often run by the family or the individual who set them up. They may be administered by a firm of lawyers or accountants who will prepare the accounts, and sometimes provide an address for correspondence. They usually cannot afford to employ professional staff to assess grant applications. Many simply support the interests of the founder or family that established the trust. Some will not even consider applications received from charities they have no contact or connection with - so good contacts with their trustees or some form of personal or local connection is often vital.

Local Trusts and Foundations

Local Trusts and Foundations include the following:

(i) Jack Petchey Foundation

The Jack Petchey Foundation, established in 1999, gives grants to programmes and projects that benefit young people aged 11-25. The Foundation is eager to help young people take advantage of opportunities and play a full part in society. Grants are given through different programmes including: Achievement Award Scheme, Leader Award Scheme, Projects Grants and Sponsorship. Grants of over £27 million have been given since the Foundation was established in 1999 (grant budget for 2007 - over £12m). The Foundation is expanding rapidly.

(ii) Grange Farm Trust

The Grange Farm Trust which operates from the Grant Farm Centre, ‘provides or assists’ in the provision of facilities for recreation and leisure time occupation for the inhabitants of the area of benefit in particular and the public generally with the object of improving the conditions of life of the said inhabitants. The area of benefit covered is the Metropolitan Police District and Epping Forest District.

(iii) Charles French Trust

The Charles French Trust based at 169 High Road, Loughton considers applications relating to the areas of children/young people, elderly/old people, people with a disability/special needs and other charities/voluntary bodies.

(iv) Gannett Foundation

The Gannett Foundation is the charitable arm of Gannett Co Inc, owner of the Newsquest Media Group, one of the UK’s largest publishers. The Gannett Foundation provides funding to support

local organisations in the area where Newsquest operates in the UK. The Greater Bristol Foundation, on behalf of the Gannett Foundation and Newsquest, manages the Fund.

The Gannett Foundation supports projects which take a creative approach to fundamental issues such as education and neighbourhood improvements, economic development, youth development, community problem solving, assistance to disadvantaged people, environmental conservation and cultural enrichment.

Grants will not be given to:

- individuals
- organisations which are not registered charities
- national or regional organisations unless the project addresses specific local community needs
- promotion of religious causes
- endowment funds
- general appeals or multi-year campaigns
- medical or research organisations
- animal charities

Grants will be for between £1,000 and £5,000 but larger grants may be made for exceptional projects. Applications must be submitted on the approved application form, which may be completed online or obtained from the local Newsquest newspaper office. The completed form should be sent to the local newspaper office address.

UK Grants are made twice a year. The times are publicised in the local newspapers.

The newspaper will expect co-operation with reasonable requests for publicity of any grant given.

(v) Derek Shuttleworth Educational Trust

The object of this trust is to advance the education of young people in the Epping Forest District and, in particular, the areas of High Magdalen and Little Lavers, Moreton, Bobbingworth and Matching Green.

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APPENDIX F

Identified Risks for External Funding **EXAMPLE**

RISK NO	VULNERABILITY	TRIGGER	CONSEQUENCES
1	**Homelessness Prevention** Loss of grant / reduction in grant.	Reduced performance over the last year (Grant condition).	Increase in homelessness. Increased cost of bed and breakfast. Failure to achieve performance targets. Poor public perception. Loss of staff (knowledge and experience). Alternative arrangements needed.
2	Loss of grant / reduction in grant.	Bid rejected.	Increase in homelessness. Increased cost of bed and breakfast. Failure to achieve performance targets. Poor public perception. Loss of staff (knowledge and experience). Alternative arrangements needed.
3			

RISK NO	VULNERABILITY	TRIGGER	CONSEQUENCES
4			
5			
6			

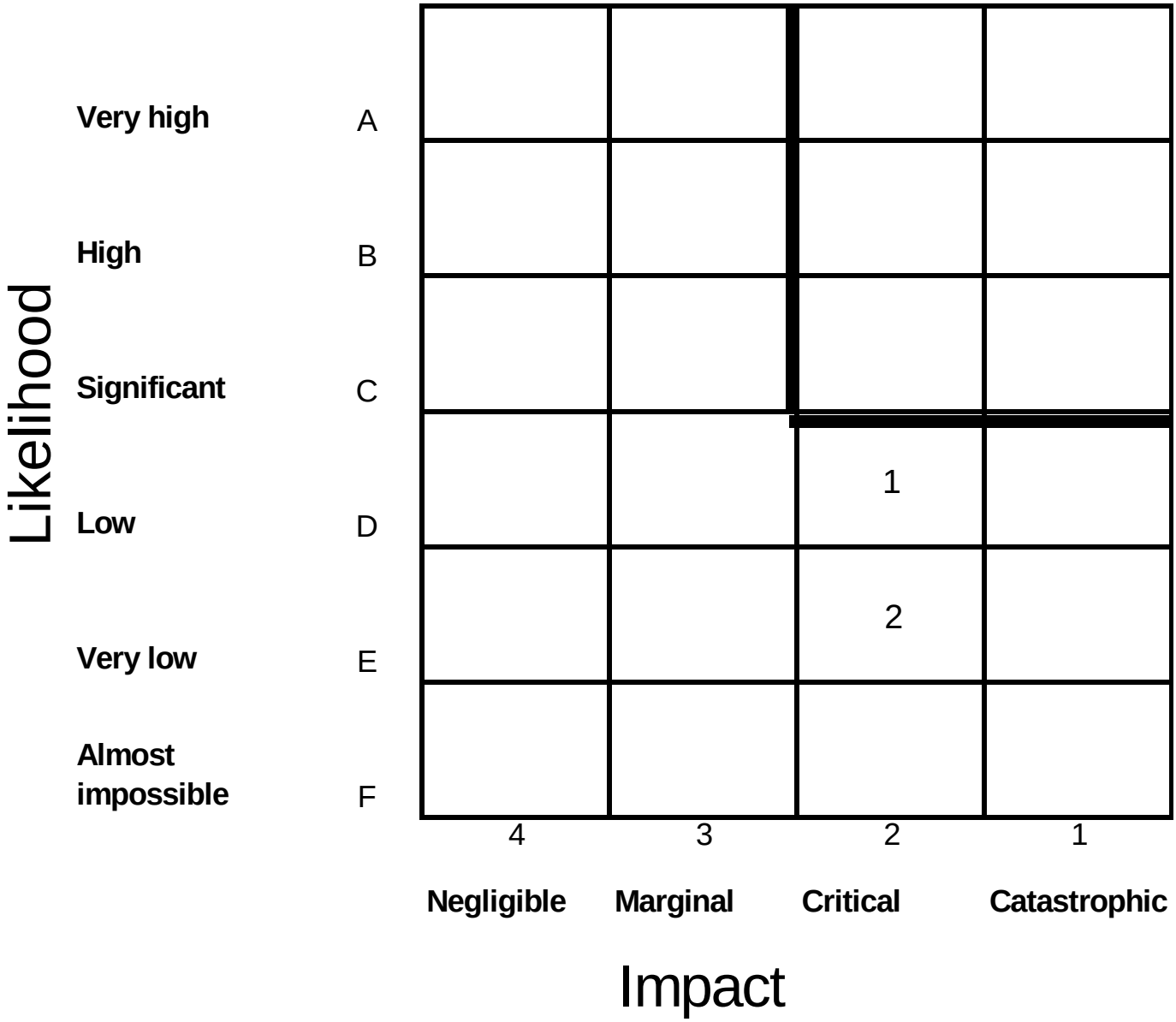
RISK NO	VULNERABILITY	TRIGGER	CONSEQUENCES
7			
8			
9			

RISK NO	VULNERABILITY	TRIGGER	CONSEQUENCES
10			
11			
12			
13			

APPENDIX G

Homelessness Prevention

External Funding Risk Matrix



Likelihood
Low – due to current success and stability of knowledgable staffing resources.

Impact
Critical – Severe consequences as listed.

Required Action
Continue monitoring to maintain the service at current or improved levels.

APPENDIX H

RISK MANAGEMENT ACTION PLAN **EXAMPLE**

Risk No	Existing controls/actions to address risk	Effectiveness of controls/actions	Required further management action	Responsibility for action	Critical success factors and measures	Review frequency	Key date
1	Grant funding in place	Funding secured for a given period	Continue discussions with existing grant providers to secure long-term funding. Identify potentialalternative funding sources	Homeless Officer	Obtaining funding for a five year period	Six monthly	April 2009

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