



MEETING OF THE BOARD
Thursday, 24th September, 2009
2.00 pm , EF College Board Room - EFC

1.30 'til 2.00 lunch (provided) and networking opportunity

AGENDA

1. WELCOME/ NEW MEMBERS/APOLOGIES

Welcome from the Chair

2. MINUTES OF THE LAST MEETING (09/06/2009)/MATTERS ARISING (5 MINS)
(Pages 3 - 24)

John Houston Papers: *Minutes and Matters Arising*
Outstanding actions from last Board and Steering group meetings review.

3. ASPIRE TO PERFORM REPORT (10 MINS)
(Pages 25 - 54)

John Houston, Paper: *Aspire 2 Perform Health Check*
Report on the findings from the 'Aspire to Perform' self assessment which took place in July.

4. CHALLENGING THE CREDIT CRUNCH (20 MINS)
(Pages 55 - 72)

Anne Grigg/John Preston, Paper: *Meeting the Challenge of the Credit Crunch Final Report*
Presentation the T&F Team's final report for endorsement by the Board

5. CYPSP UPDATE / REVIEW (15 MINS)

Lonica Vanclay
Report on consultation results, restructure proposals and how this will work in practice.

6. IMPROVING COMMUNICATIONS (10 MINS)
(Pages 73 - 78)

John Houston, Paper: *Improving Communications Final Report*
Presentation the T&F Team's final report for endorsement by the Board

**7. REPORT FROM STEERING GROUP
(Pages 79 - 100)**

(15 MINS)

Chair Paper: *Review of LSP Activities*
Report on discussions, key activities and decisions of the steering group and updates from the Theme Groups

**8. LAA PROJECT UPDATE
101 - 116)**

(10 MINS) (Pages

Perryn Jasper Papers: *Project Briefs*
Report on the four Project Reward Grant funded projects being undertaken by CYPSP.

9. AOB

10. DATE OF FUTURE MEETINGS

17 December	2-4pm	Committee Room 1	Epping Forest District Council
18 March	2-4pm	TBC	Epping Forest District Council
17 June	2-4pm	TBC	Epping Forest District Council

EPPING FOREST LOCAL STRATEGIC PARTNERSHIP BOARD MEETING

Date: 9 June 2009 **Time:** 2.00 - 4.00 pm

MINUTES

Present:

Mrs D Collins	Epping Forest District Council
C O'Connell	West Essex Primary Care Trust
K Brown	Essex Federation of Small Businesses
Q Buller	Representing Epping Forest College
G Ellis	Representing Faith Groups
J Foile	Voluntary Action Epping Forest
Mrs A Haigh	Chair of Epping Forest Faith Forum
R Skinner	Essex Fire and Rescue Service
B Surtees	Parish/ Town Councils
C Thompson	Parish/Town Councils
S Williams	Essex Police
D Macnab	Deputy Chief Executive, Epping Forest District Council
C Skinner	West Essex PCT
Y Wetton	Essex County Council
J Wright	Epping Forest College

Presenting Items:

John Gilbert	Chair of Epping Forest SCP (CDRP)
John Preston	Chair of Credit Crunch Task and Finish Panel, Director of Planning and Economic Development, Epping Forest District Council
Caroline Wiggins	EFDC Safer Communities Partnership
Angela Canham	Community Transport VAEF
Lonica VanClay	ECC, Head of Locality Commissioning
John Houston	PSP Manager, Chair of Communications Task and Finish Panel

Supporting Officers:

Tom Carne	EFDC PR and Marketing
Colin Rowell	LSP Administrator
David Wright	LSP Administrator

Apologies:

D Anstey	Lee Valley regional Park Authority
J Dagley	City of London Corporation
Mrs A Grigg	Chair of Sustainable Communities Theme Group, Epping Forest District Council
L Hand	Job Centre Plus
P Thomson	City of London Corporation
A Cowie	West Essex PCT

1. BMG REPORT - PRESENTATION ON THE RESULTS OF PUBLIC OPINION RESEARCH COMMISSIONED BY THE LSP.

Members adjourned to the Council Chamber for a presentation of results from the Epping Forest Place Survey carried out by BMG and jointly commissioned by the LSP and Epping Forest Council (EFDC). The presentation, which was also attended by officers and members of EFDC, looked at residents views about their area as a place to live, key priorities for improvement and how satisfied they were with a range of public services. Over 1,300 residents took part in the survey, and while final results have yet to be confirmed by the Audit Commission, the presentation picked out a number of areas which will need to be addressed in the developing Community Strategy.

2. WELCOME/ NEW MEMBERS

The Chairman introduced and welcomed new Board members, Jeannie Wright from Epping Forest College and Keith Brown from the Federation of Small Businesses to their first meeting. The Board had previously requested that additional representation from the areas of business, skills and education should be sought. Representation from Jobcentre plus (Liz Hand), the Lea Valley Regional Park Authority (David Antsey), and a Secondary School Headteacher (representative from the 14-19 Year Group to be confirmed) has been secured.

The Chairman asked the meeting to formally endorse the new members and this was **agreed**. John also pointed out that Clive Snell was happy to continue as a representative from the Business community on the Board.

3. APOLOGIES

Apologies which had been received were read out by John Houston. Yvette Wetton stated that due to the elections she was sitting as deputy whilst a new ECC representative was nominated, it was hoped that the new representative would be in place by the next meeting.

4. MINUTES OF THE LAST MEETING (26/02/2009)/MATTERS ARISING

Minutes of the last meeting (26th Feb 2009) were **agreed** as a true record.

John Houston highlighted one item on the Matters Arising document marked as Red, namely the setting up of the Healthier Communities Theme Group which would be discussed later on the agenda. All other items are progressing well.

5. CHILDREN & YOUNG PEOPLES STRATEGIC PARTNERSHIP (CYPSP). PRESENTATION ON REVIEW OUTCOME

Lonica Vanclay gave an overview of the role and current structure of the CYPSP. The CYPSP Board is concerned with the strategic planning, commissioning and performance management of children's services and through the Local Delivery Groups and themed subgroups facilitates the coordinated delivery of children's services provided by statutory and voluntary organisations. CYPSP structure and membership mirrors the LSP, with a CYPSP Board, Coordinating Group and a number of sub groups all with membership from key local agencies. This structure is under review and may change in the future. Lonica gave an overview of each of the Delivery Groups within the structure. Over the last year, the CYPSP has focused on

strengthening its commissioning work. The next year will focus on performance management and measuring activities against expected outcomes.

Lonica explained the review that is underway into the Children's Trust approach. This review reflects Government indications that Children's Trusts should be strengthened as well as Essex County CYPSP's own wish to improve consistent provision of service outcomes across the County. The conclusions of the Childrens Trust commissioning review should be presented in September 09. The emerging view is that future commissioning will be led through 4 or 5 groups, perhaps based on PCT boundaries in Essex, rather than the current 11. There is also a review of how children's services are delivered across the County, looking at how provider organisations can work together more effectively. The review of the delivery of services will last until November 09.

The Children and Young People's Plan is being revised and one outcome of the reviews will be a heightened expectation that local plans align much more closely with the overall (County) plan.

The Chairman reported that a meeting had taken place that morning between the Chairman, Derek Macnab, John Houston and Peter Martin and Graham Tombs from County to discuss CYPSP developments. Concerns were expressed that local needs should be reflected in any restructure and resources not be lost to Epping Forest.

Brian Surtees pointed out that the presentation did not contain any reference to Voluntary Sector, Faith Groups or Town and Parish Councils. He said there was a need to drive activity and thinking down to that level and sought assurance that this was happening. Lonica stated that there was such representation on CYPSP sub groups and on the Board, although Town and Parish Councils are not represented on the CYPSP Board. Brian Surtees also asked for an explanation of 'activity effective intervention'. Lonica explained it as identifying activities that make the most significant impact on particular outcomes. Ann Haigh gave an example, where 'Action for Children' are setting up activities in the Loughton and Buckhurst Hill area in conjunction with Children's Centres, of which Ann is Chair of the Board. **Ann will take the requirement to link in with the CYPSP review back to the Children's Centre Board.**

Action 01

John Houston gave feedback from the successful CYPSP Away Day held on 18th May 2009. He said there was a great deal of anxiety expressed at the Away Day about the impact centralising CYPSP commissioning could have on local resource allocation and the ability of local groups and schools to effectively influence the agenda of a much larger West Essex CYPSP, and to deliver what is best for Epping Forest District.

Lonica stated that local needs would be reflected in any joint commissioning activity.

6. UPDATE REPORT FROM LSP STEERING GROUP

John Houston reported that the minutes from the most recent Steering Group (28th May 2009) were not available as yet **but would be circulated for information with the minutes from this meeting.** Minutes of the Steering Group on 4 April had already been circulated. He reported that all key activities were on track. The LSP had also sponsored a successful seminar run by EERA on Skills and Worklessness which had been held in Epping.

Action 02**7. UPDATE REPORTS FROM THEME GROUPS ALSO IDENTIFYING ANY STRATEGIC ITEMS****7.1 CYPSP**

Caroline Skinner gave a CYPSP update based around the minutes of the last CYPSP Board which had been circulated to members. She said that the Away Day had been very useful. She restated the observation that local views and needs are not missed in any new CYPSP structure. The relationship between the LSP and CYPSP is an area that is developing and better connections are being made. To that end, the LSP will be a standing item on CYPSP Board meetings, and the LSP Manager will attend. Caroline stated that projects are to be monitored more closely in future but that monitoring should be proportionate to the size of the project.

There is a meeting on 12th June to review all current bids for funding. **A process will be introduced to allow for young people to feed into the bid evaluation process and Board activities. This new process will be preceded by a briefing to young people to explain how they can provide feedback.**

Action 03

CYPSP is to join with the LSP in the stakeholder event which will be pulled together to consult on the developing Sustainable Community Strategy and **possibly run one of the workshops.**

Action 04

There was discussion at the recent CYPSP Board meeting about Children's Centres. It was recognised that virtual centres can be of benefit, with more effort focused on out reach work rather than management and administration.

Waltham Abbey is a particular focus, the PCT and CYPSP are looking at initiatives that would benefit young people in the area.

Caroline gave an overview of the volunteer breast feeding program. This is joint PCT / CYPSP programme providing volunteers to help and support newly breastfeeding mothers. **Caroline will feed back on project progress as part of the standard CYPSP update to the Board.**

Action 05**7.2 Safer Communities Partnership**

John Gilbert gave an update on the work of the partnership based around the minutes of the last SCP Strategy Panel meeting. The overall picture was of decreasing levels of crime. Crime is down by 8%, personal assault is down, theft, burglary and stealing from cars is of concern. There are still concerns about the perception of crime. The Safer Communities Partnership will be looking at ways of better publicising the results of its efforts to ensure people understand that crime is going down. The partnership will be looking at how the police can better engage with the public to ensure they deliver what the community wants. This will be done via existing local neighbourhood panels.

John said that work was underway on NI35 (combating violent extremism) with the police. **An application is being made to government for funding to help with engaging the local Muslim community in particular.**

Action 06

Keith Brown said that there has been an increase in business related crime and asked whether local business could be represented on the SCP. John responded by saying that local business groups had been invited to the last SCP co-ordinating group, but were unable to attend, although their participation would still be very welcome. **Keith agreed to look into this.**

Action 07

7.3 Healthier Communities

The Chairman expressed her disappointment that this group, which the Board had agreed would be Chaired by Alison Cowie, has yet to meet. It was reported by Catherine O'Connell that Alison Cowie is very busy and that there were capacity issues within the PCT due to the large amount of effort being focused on swine flu. Catherine, Alison and John Houston are to meet to establish a way forward for the group. **Catherine offered to circulate information on the status of swine flu preparedness to board members and this was agreed.**

Action 08

7.4 Sustainable Communities

This group has not yet met, but as agreed, priority had been given to establishing quickly the Credit Crunch Task and Finish Panel which will provide the basis in terms of representation for the emerging Sustainable Communities Theme Group. John Preston reported progress from the Task and Finish Team which had met twice, copies of the minutes of the first meeting had been circulated to members, **copies of the last meeting would be circulated with the LSP Board minutes.** This group includes members from local business and voluntary and statutory groups including the Chamber of Commerce and Citizens Advice Bureau. John gave a brief update on some initiatives already being undertaken by the partners, which include:

- Essex County Council – initiative on Bank of Essex
- CAB – more advice sessions
- Job Centre Plus – new schemes to give advice in advance of redundancy
- Voluntary Action – provision of information on volunteering
- Car Parking Charges held for a year by EFDC.

Action 09

John reported that a key message emerging from discussions was, if you need help, ask for it and ask early. There is a sense from those people in the team who can provide help that individuals are not asking early enough. There is a lot of information available, key websites where support is identified are Government Direct and Business Link.

The team is looking at providing better signposting locally to sources of help and support from a wide range of groups, a co-ordinated guide to go to partner websites and also an LSP badged insert for the Forester.

Brian Surtees picked up on the problem of people asking for help too late. He said that this was very common, it is less cost effective and less likely to be helpful. He emphasised that publicity could alleviate this problem. He also highlighted the issue that CABs were struggling for funding at a time when their services were most needed. Brian asked how such front line services could be better funded.

The Chairman said that the council has provided the CAB with all they have asked for to-date.

Brian Surtees said that there is a large network of town and parish councils and he felt a syndicated article sent to town clerks would help with publicity. GP surgeries and libraries were suggested as a good place to provide targeted information. Other areas mentioned for targeting included, business magazines, church magazines and links from partner websites. Keith Brown pointed out that Business Link now has a confidential helpline. **It was agreed that these suggestions will be fed back to the Task and Finish Team.**

Action 10

8. UPDATE REPORTS FROM TASK & FINISH TEAMS

8.1 Sustainable Community Strategy

Derek Macnab updated Board members on proposals for taking the project forward. Producing the Strategy, which was a statutory requirement on the partners and would inform the key plans of the district council and other statutory agencies. A written report to the Board set out some of the key requirements of the strategy and options for its production. The current strategy has been in existence for around 5 years and is in need of a refresh. An initial scoping meeting for the new strategy has taken place. Derek emphasised the key link between the SCS and the Local Development Framework (LDF). The SCS is an aspirational document outlining priorities of the local community and the key challenges to be met. The LDF is one of the delivery vehicles to help achieve the priorities. Due to the nature of the district (rural and local communities) there will be an element of localism in the SCS. An initial project plan has been drawn up. It was noted that there is a lack of an overall data picture, bringing key facts and figures together from a wide variety of sources. Steps are being taken to rectify this, Essex County Council (ECC) are supporting the data collection programme, **with MOSAIC being purchased** as a source of improved profiling and ward level data. The development phases of the SCS will be

The development phases of the SCS will be
Initial research/data gathering
Key partner consultation – to ensure the new SCS influences strategies of other relevant agencies
Public Consultation – ECC will provide up to £10,000 to support this work.
Community Conference – to ratify the outcome of Public Consultation
SCS to be adopted by LSP Board in December 2009

Action 11

One of the suggestions contained in the report from the SCS Task and Finish Team was a mini Board awayday to discuss the key themes/targets which should be included in the SCS. The Chairman asked members if they were keen for an Away Day in autumn 2009. Colin Thompson said he was in favour, this was supported by Jacqui Foile. Derek stressed the difference between an LSP Away Day, for the LSP Board to review how it works and develops and a Community Conference where the

LSP would open up to the wider public to discuss the SCS. The Chairman suggested we might be able to do both on the same day. Brian Surtees said that a Community Conference would need to be very flexible (possibly evenings and weekends) and would need to be very well publicised in order to attract the maximum participants.

John Houston outlined ways that we might engage people at the public consultation stage, suggestions were supermarket days, targeting particular groups such as young people, use of existing survey data and trend information. He suggested that the conference could be a stakeholder conference to allow the draft SCS to be challenged in detail to ensure the right areas to be addressed have been identified. Caroline Skinner suggested that MOSAIC could help identify what style of communication fits what types of group across the district. **It was agreed that the Board should hold its annual Awayday in the autumn** to review how the LSP is working. **That preparations for a Stakeholder conference in the autumn should be started**, and that a **wide ranging consultation plan for the SCS should be drawn up**, involving partners which would ensure local people/groups/stakeholders had an opportunity to influence its contents. A decision on holding a mini Board Awayday should be taken by officers after a consultation plan has been agreed.

Action 12, 13, 14

8.2 Communications Task and Finish Team

John Houston gave an update around a written report which examined issues and options for opening up better two way channels of communication between the LSP and its constituent parts and the wider community, and joining up communication activity wherever possible. The brief from the LSP was to move very quickly to make recommendations to raise the profile and therefore accountability of the LSP.

The team has agreed to produce an introductory leaflet, which sets out who the LSP is and what it is trying to achieve. Press releases are now being sent out to publicise LSP activity such as webcasting of meetings, lead officers to support each theme group have been identified and progress is being made on ensuring the current LSP logo is carried on partnership activity and material.

Discussions are underway around setting up a joint, multi-agency citizens panel. This would involve setting up a Panel of over 1,000 residents to help the partners consult on key issues more efficiently and effectively. Currently organisations consult individually and issues of duplication emerge. **The Steering Group has asked John Houston to look at this and consult with partner agencies** on cost and feasibility with a view to establishing the Panel if funding and support can be found among sufficient partners.

Action 15

Discussions have also begun around establishing an LSP magazine based on the Forester. This would also be a joint funded, multi-agency project to publicise the LSP but also the activities of individual agencies involved in the LSP such as EFDC or the PCT. This has been strongly recommended by the Steering Group as an initiative which could help reduce costs, give agencies the ability to cost effectively get their messages to local people and give local people a much more comprehensive product than is currently available. However in order for this initiative to be successful it again will require sign-up from enough partners for it to be financially viable. **John will be finalising costs and undertaking discussions with Partners, with a view to establishing the magazine as quickly as possible, if enough partners sign up.**

Action 16

Updating the LSP logo. Currently the LSP logo is made up of a leaf and over 60 letters if the website address is included. This reduces the impact and clarity of the logo when placed on material. Task and Finish team members have been looking at a new logo and/or a shorter name to aid better promotion of the partnership and its work. In order to reduce potential costs initial work has been kept in house. Quentin Buller from Epping Forest college has helped with design work for the new logo and ideas for change were circulated among members. Final decisions on the new name and logo will be taken by the Steering Group in consultation with Board members.

It was also agreed that the Communications Task and Finish Team would **produce a special post Board meeting briefing paper** to inform key stakeholders of decisions.

Action 17

It is anticipated there will be one more meeting of the task and finish team. **Final approval for name and changes to the logo will be brought to the Board for approval.** Colin Thompson made the point that a lot of what the LSP does is intangible. He pointed out that when we try to publicise the work of the LSP, it should be based on tangible results. There was general agreement on the need to take these projects forward where possible and enhance the profile and accountability of the partnership. Final decisions on communications projects will be taken by the Steering Group to enable progress to be made ahead of the Boards next meeting in September

Action 18**9. UPDATE ON PRG PROJECTS**

The Steering Group has agreed that each of the projects funded by Performance Reward grant in Epping Forest should have an opportunity to present an update on their work and progress to a Board meeting. This followed an initial suggestion from the Local Area Agreement (LAA) project team which has just been established to manage and monitor the delivery of LAA funded schemes locally. The first two projects to present were community safety and community transport.

Caroline Wiggins gave an update on the theatre project for older people run in conjunction with Essex Police and University of 3rd Age (U3A) called Feeling Good, Feeling Safe. The programme is going well, running throughout the summer. Leaflets have been produced. A Safer Communities website is currently under development which will have links to all partner websites. It will also contain information about the latest SCP campaigns. Two lots of funding have been received from the LSP, £20,000 for publicity and information material and £35,000 towards CCTV refurbishment and renewal.

Angela Canham gave an update on two Community Transport projects. The first is to ensure that primary school pupils can access after school clubs. This project was due to start in September of this year, but has started in April with Shelley Primary School. 11 children are being taken to this club. A Tuesday evening club is proposed but has no children yet.

The second project is designed to help get young people, parents and carers out into the community. This project is due to start in the next week and will run once a week.

The Chairman thanked Caroline and Angela for their updates.

10. LSP MANAGER UPDATE (VERBAL REPORT)

John Houston stated that all expected financial contributions from funding partners had now been gratefully received.

John informed the Board that an audit of Performance indicators had been undertaken to confirm the range of PIs the partnership had signed up to, and should be monitoring, and identify how the monitoring information would be compiled. **The indicators that have been signed up to are being reviewed** in order to focus on a more realistic set of PIs. John has taken a seat on the Essex Performance Management Group to get a County wide view on best practice, and a **final list of indicators and targets for the LSP to focus on will be confirmed** following the agreement of the Sustainable Community Strategy.

Action 19, 20

The LSP manager is now meeting regularly with LSP lead officers from Harlow and Uttlesford with a view to coordinating and linking up activity wherever appropriate. A potential joint bid for Local Improvement Advisor support from EERA is being discussed to get advice on developing shared services, performance management and maximising our access to funding streams.

As agreed the LSP Away Day will be planned for autumn 2009. John invited members to suggest additional items for the days agenda, or suggestions for keynote speakers. **Comments to be fed back by end of June.** Brian Surtees asked the meeting how any theme from a speaker or session would be disseminated to the local level. **John suggested we look for an LSP that is renowned for doing 'localism' well and tap into their expertise.**

Action 21, 22**11. DATES OF FUTURE MEETINGS**

Next meeting – 24th September 2009
Following meeting – 17th December 2009

Two dates for 2010 are
18th March 2010
17th June 2010

12. AOB

Colin Thompson asked if the LSP was now on a more secure financial footing as previous minutes had identified expenditure significantly outstripping income. John Houston confirmed that these underlying issues had now been addressed.

The Chairman welcomed Sheila Jackman and apologised for not doing so at the beginning of the meeting. Sheila is the first member of the public to attend for some time.

13. IN PRIVATE SESSION

The Board received a short update from Simon Williams on the Prevent Strategy.

CHAIRMAN

LSP Board Actions



KEY	No Target date has been set	On schedule to complete by Target date	this may not be complete by Target date	This will miss the target date	Closed. It will be archived after review at next Board meeting
All comments in the Update/ Outcomes column should be preceded by the date the update was made and the initials of the person providing the update. To ensure that the audit trail is continuous and complete changes to items such as the target date must be documented in the Update/Outcome column.					

Action Ref	Meeting Date	Item Ref	Item	Key Actions	Target Date	Update / Outcomes	Lead Officer	
Page 13	BO-26/02 -01	26/02/09	Section 1 Welcome	Arrange Webcasting of future meetings	1. Investigate what is required. 2. Provide meeting dates and locations	24/09/09	11/3 DW Request submitted to Council. Costings being produced. 21/4 JH Webcast booked for 9/6. Decision on future meetings to be made following analysis of take-up 24/4 DW Target date changed from 9/6 to 24/9 09/06 DW First Board meeting webcast. 17/06 DW Closed	LSP Manager
	BO-02/26 -04	26/02/09	Section 5 New ways of Working	Establish the 'Healthier Communities' Group.	1. Identify members. 2. Arrange first meeting	09/06/09	11/3 DW Chair identified, discussions held concerning scoping meeting and terms of reference 21/4 JH Future scoping meeting to be held. Target date set to 9/6. 17/6 JH Following discussions interim Chair identified, scoping meeting to be held before end of July 11/9 JH Inaugural meeting arranged for 18/9 11/9 JH Closed	LSP Manager and HC Chair

LSP Board Actions



Action Ref	Meeting Date	Item Ref	Item	Key Actions	Target Date	Update / Outcomes	Lead Officer
BO-02/26 -05	26/02/09	Section 5 New ways of Working	Establish the 'Sustainable Communities' Group.	1. Identify members. 2. Arrange first meeting	09/06/09	11/3 DW Chair and lead officer identified. Initial scoping meeting being planned. 21/4 JH Target date set to 9/6. 17/6 JH Priority confirmed as establishment and completion of Credit Crunch Task and Finish. New group to be established by 30/9 17/6 JH Director of planning added as lead Officer 11/9 JH Inaugural meeting arranged for 18/9. 11/9 JH Closed	Director of Planning, LSP Manager and SC Chair

LSP Board Actions



Action Ref	Meeting Date	Item Ref	Item	Key Actions	Target Date	Update / Outcomes	Lead Officer	
Page 15	BO-02/26 -07	26/02/09	Section 5 New ways of Working	Establish the 'Sustainable Community Strategy' Task and Finish Team.	1. Identify members. 2. Arrange first meeting 3. Report on progress of SCS revision exercise	31/03/10	11/3 DW Scoping meeting held. Planning team being established. Data presentation for first meeting in preparation 17/6 JH Team established with key partners. Data gathering ongoing, consultation plan being drafted, funding from county secured for first meeting in preparation. 11/9 DW Activity no. 3 added 11/9 DW Target date changed from 31/03/09 to 31/02/10 to reflect activity no.3. 11/9 JH Consultation plan drafted, leaflets being produced, website being built, surveys agreed, stakeholder conference being organised.	EFDC Deputy Chief Exec
	BO-02/26 -08	26/02/09	Section 5 New ways of Working	Identify Chair of 'Dealing with the Credit Crunch'	1. Short list candidates. 2. Approach candidates	09/06/09	11/3 DW Group chair identified. Members of Econ Prosperity Group being approached to participate. Policy support identified. 21/4 JH target date set to 9/6 17/06 John Preston chairing 17/06 Closed	LSP Manager
	BO-02/26 -09	26/02/09	Section 5 New ways of Working	Establish the 'Dealing with the Credit Crunch' Task and Finish Team.	1. Identify members. 2. Arrange first meeting	09/06/09	See BO-02/26 -08 update 21/4 JH target date set to 9/6 17/06 DW Two meetings held and a further 3 planned. Membership established. 17/06 DW Closed	Chair of Task & Finish team

LSP Board Actions



Action Ref	Meeting Date	Item Ref	Item	Key Actions	Target Date	Update / Outcomes	Lead Officer
BO-02/26 -10	26/02/09	Section 5 New ways of Working	Children and Young People Theme Group to look at 'Improving Educational Attainment' as part of their brief.		24/09/09	11/3 DW Awaiting update 21/4 JH target date set to 9/6. CYPSP away day set for 18/5. Core element to review strategy including educational attainment. CYPSP chair to update at next Board meeting. 09/06 DW CYSYP Chair unable to make board meeting. Above entry deleted as this was incorrect. Target date changed from 09/06 to 24/09. 17/6 JH Steering Group agrees that this action should be addressed as part of the discussions around updating the community strategy. 11/9 JH This will be influenced by CYPSP review and reorg of Children's Trust.	CYPSP chair
BO-02/26 -12	26/02/09	Section 5 New ways of Working	Approve Board membership	1. Add to agenda. 2. Recommendations for additional membership to be presented to the Board by the Steering Group	09/06/09	See above 21/4 JH Recommendation to be brought to Board meeting following discussion with suggested members. 09/06 DW Board endorsed new members. 17/06 DW Closed	Steering Group Chair

Page 16

LSP Board Actions



Action Ref	Meeting Date	Item Ref	Item	Key Actions	Target Date	Update / Outcomes	Lead Officer
BO-02/26 -13	26/02/09	Section 5 New ways of Working	Update LSP Constitution to reflect new Board membership (including Theme Group Chairs) and Steering group responsibility for control of Board membership	1. Update member list 2. Following recommendations and agreement (see BO-02/26 -12) , amend Constitution.	31/03/10	11/3 DW Following agreement of new members. Constitution to be fully amended in light of change to working practises. 09/06 DW Board endorsed new members. 17/6 JH Target date changed from 9/6 to allow for updating constitution 30/9 11/9 JH target date changed from 30/09/09 to 31/03/10 because the BOARD Awayday in 02/10 will review working of LSP structure.	LSP Manager
BO-02/26-15	26/02/09	Section 5 New ways of working	Establish small officer working group to manage LAA Reward Grant projects.	1. Identify list of members 2. Arrange first meeting 3. Identify key performance indicators to monitor outcomes.	29/05/09	11/3 DW Meeting will be established following publication of guidance from ECC on grant management and release of support grant. 21/4 JH target date set to 29/5 24/4 DW meeting set for 11/5. 17/06 DW PRG Officers group set up. First meeting held, second meeting planned for 01/07 17/06 DW Closed	LSP Manager

Page 17

LSP Board Actions



Action Ref	Meeting Date	Item Ref	Item	Key Actions	Target Date	Update / Outcomes	Lead Officer
BO-02/26 -19	26/02/09	Section 9 Research from BMG	Ensure that a more detailed presentation on the BMG findings be brought to the next meeting.	1. Contact BMG rep to find out when report complete. 2. Prepare presentation.	09/06/09	11/3 DW BMG being contacted. Presentation details being confirmed. Potential additional costs being established. 21/4 JH Presentation to be done at 9/6 board meeting. 09/06 DW Presentation made to Board and others on 09/06 17/06 Closed	LSP Manager
BO-02/26 -20 Page 18	26/02/09	Section 13 Future Strategic	Prepare Board meeting item on Building Resilience to Violent Extremism (NI 35)	1. Prepare presentation /report 2. add to agenda	17/12/09	11/3 DW. To be discussed at Steering Group and presented/agreed for next Board. 21/4 JH Presentation may not be at next board meeting but a future one TBC. 17/6 JH. Presentation made to Steering Group, however agreed that this might be a useful presentation for the Board. Date to be confirmed. 17/6 DW Target date changed from 9/6 to 24/9 to allow for presentation date to be agreed. 11/9 JH Continuing pressure on Board agenda means that this has been put back for consideration at later Board. Target date changed from 24/09/09 to 17/12/09	CDRP chair

LSP Board Actions



Action Ref	Meeting Date	Item Ref	Item	Key Actions	Target Date	Update / Outcomes	Lead Officer
BO-02/26 -21	26/02/09	Section 13 Future Strategic	Prepare Board meeting presentation on Comprehensive Area Assessment (CAA). Invite Ian Davidson from the Audit Commission, who will be involved with undertaking the CAA, to tour the area with members of the Board.	1. Contact Ian Davidson 2. Prepare presentation /report 3. Add to agenda 4. Plan tour	24/09/09	11/3 DW Ian Davidson being contacted to present to Board Meeting and discussion on future district tour being undertaken 31/3 JH. Ian Davidson cannot present to the next Board Meeting. Discussion on future district tour continuing. 17/6 DW Target date changed from 9/6 to 24/9 to allow time to agree new date with Ian Davidson. 11/9 JH Tour took place on 28/8. 11/9 JH Closed	LSP Manager
BO-09/06 -01	09/06/09	Section 5 CYPSP presentation	Ensure effective connections are made between the Children's Centre Board and the ongoing CYPSP review to ensure potential ramifications are identified and addressed.	1. Issues to be reported regularly to the Board and any problems identified. 2. Final presentation to Board when review complete	24/09/09	11/9 JH presentation on agenda for 24/9 Board meeting	Cllr Anne Haigh
BO-09/06 -02	09/06/09	Section 5 SG update	Circulate Steering Group minutes (28/5) with Board minutes from 09/06 meeting.		19/06/09	17/6 JH Completed. 17/6 JH Closed	LSP Admin
BO-09/06 -03	09/06/09	Section 7.1 CYP TG update	Introduce a process to allow for young people to feed into the bid evaluation process and Board activities.	1. Define new process. 2. Prepare Briefing to explain how young people can provide feedback. 3. Plan briefing delivery. 4. Deliver Briefing. 5. Progress to be reported at next Board meeting	24/09/09	11/9 JH update to be given at Board meeting of 24/9.	CYPSP chair

Page 10

LSP Board Actions



Action Ref	Meeting Date	Item Ref	Item	Key Actions	Target Date	Update / Outcomes	Lead Officer
BO-09/06 -04	09/06/09	Section 7.1 CYP TG update	CYPSP is to join with the LSP in the stakeholder event which will be pulled together to consult on the developing Sustainable Community Strategy and run one of the workshops.	CYPSP member to be nominated to sit on SCS Team	30/06	17/6 JH Update to be provided as part of reports on developing Community strategy. 17/6 JH Closed	CYPSP chair and LSP Manager
BO-09/06 -05	09/06/09	Section 7.1 CYP TG update	Report to Board on progress of joint PCT/CYPSP project for the volunteer breast feeding program.	1. Include project progress as part of normal CYPSP update report	24/09/09	11/9 DW Interim report received from Project Manager. The report will be made available to Board members. The training was successful but it will take time for the benefits to filter through.	CYPSP chair
BO-09/06 -06	09/06/09	Section 7.2 SCP TG update	Apply for central government funding to help with the NI35 related activity of engaging with the local Muslim community.	1. Prepare bid 2. Submit bid	24/09/09	11/9 JH Bid submitted , awaiting outcome. 11/9 DW Closed	SCP Chair
BO-09/06 -07	09/06/09	Section 7.2 SCP TG update	To encourage local business representatives to participate on SCP co-ordinating group.	1. Approach potential candidates. 2. Forward name to SCP Chair.	24/09/09		Keith Brown
BO-09/06 -08	09/06/09	Section 7.3 HC TG update	Circulate information on the status of swine flu preparedness to board members.	Briefing note to be prepared and circulated via LSP admin team	24/09/09	11/9 JH This was reviewed at the SG meeting of 27/8 and it was agreed that there was enough information already in circulation. 11/9 JH Closed	LSP Board Vice Chair/admin team
BO-09/06 -09	09/06/09	Section 7.4 SC TG update	Circulate Credit Crunch minutes (29/5) with Board minutes from 09/06 meeting.		19/06/09	11/9 DW Minutes were circulated. 11/9 DW Closed	LSP Admin

Page 20

LSP Board Actions



Action Ref	Meeting Date	Item Ref	Item	Key Actions	Target Date	Update / Outcomes	Lead Officer
BO-09/06 -10	09/06/09	Section 7.4 SC TG update	Feed back the following suggestions to the credit Crunch Task and Finish Team. 1. Use the network of town and parish councils (via Town Clerks) to publicise a syndicated article. 2. Use GP surgeries and libraries to provide targeted information. 3. Other areas for targeting - business magazines, church magazines and links from partner websites. 4. Business Link has a confidential helpline.		30/06/09	11/9 JH Signposting section included in Forrester publication which went to all households in the district. 11/9 JH Closed	Credit Crunch T&F Chair
BO-09/06 -11	09/06/09	Section 8.1 SCS T&F update	Purchase Mosaic	1. Prepare requirement. 2. Get quote. 3. Get funding approval. 4. Buy	31/07/09	11/9 JH Purchase process nearing completion. Target date changed from 31/07/09 to 30/09/09 to see through to completion.	LSP Manager
BO-09/06 -12	09/06/09	Section 8.1 SCS T&F update	Arrange Board annual Awayday for the autumn to review how the LSP is working.	1. Agree date in late autumn 2. Book venue, refreshments etc 3. Agree agenda. 4. identify facilitator	28/02/10	11/9 JH target date changed from late Autumn to 28/02/10 to reflect agreement the awayday will take place in February to allow review of implications of draft SCS.	LSP Manager/adm in team

Page 21

LSP Board Actions



Action Ref	Meeting Date	Item Ref	Item	Key Actions	Target Date	Update / Outcomes	Lead Officer	
BO-09/06 -13	09/06/09	Section 8.1 SCS T&F update	Start preparations for a Stakeholder conference in the autumn.	<ol style="list-style-type: none"> 1. draft and agree conference preparation plan. Agree date 2. following suggestions identify keynote speakers 3 Book venue, refreshments etc 4. Agree agenda. 5. Agree mailing list 	11/12/09	11/9 JH Plans at advanced stage, agenda agreed, venue & food booked. Invitees list being prepared – guidance sought from Board	LSP Manager/ SCS Team/ VAEF	
Page 22	BO-09/06 -14	09/06/09	Section 8.1 SCS T&F update	Draw up a wide ranging consultation plan for the SCS..	<ol style="list-style-type: none"> 1. Secure funding 2. identify consultation lead, 3. draw up and agree consultataion plan 4. Identify partners to be involved to ensure local people/groups/stakeholders have an opportunity to influence its contents. 5. Hold mini Board Awayday if required 	31/03/10	11/9 JH Plans at advanced stage. Funding secured. Process being led by VAEF. Consultation plan agreed. Progress to be reported to Board.	LSP Manager/ SCS Team/ VAEF
BO-09/06 -15	09/06/09	Section 8.2 Comms T&F update	Consult with partner agencies on cost and feasibility with a view to establishing setting up a joint, multi-agency citizens panel if funding and support can be found among sufficient partners.	<ol style="list-style-type: none"> 1. Confirm costings 2. Contact Partners to see whether they want to participate and potential level of funding support. 3. Calculate cost per partner. 4. Revisit interested partners for commitment to support and fund. 5. Establish Citizens Panel user Board 6. Procure supplier 	31/03/10	11/9 JH Need to identify agency to lead this programme	LSP Manager	

LSP Board Actions

Action Ref	Meeting Date	Item Ref	Item	Key Actions	Target Date	Update / Outcomes	Lead Officer
BO-09/06 -16	09/06/09	Section 8.2 Comms T&F update	Consult with partner agencies on cost and feasibility with a view to establishing setting up a joint, multi-agency LSP Magazine if funding and support can be found among sufficient partners.	<ol style="list-style-type: none"> 1. Establish costs. 2. Contact Partners to see whether they want to participate and potential level of funding support. 3. Establish management board 4. Examine options for redesign 5. Initiate go-ahead 	End of financial year	11/9 JH Need to identify agency to lead this programme	LSP Manager
BO-09/06 -17	09/06/09	Section 8.2 Comms T&F update	Produce a special post Board meeting briefing paper to inform key stakeholders of decisions.	<ol style="list-style-type: none"> 1. Agree design 2. Draw up circulation list for cascading down into all stakeholder organisations 	30/06/09	11/9 JH Partnership Briefing circulated following 9/6 Board meeting. 11/9 JH Closed	LSP Manager
BO-09/06 -18	09/06/09	Section 8.2 Comms T&F update	Redesign logo and name change around 'one Epping Forest' idea to be brought to the Board for approval.	<ol style="list-style-type: none"> 1. Design house to come up with options. 2. Options to be circulated to the Steering Group for approval/amendment. 3. Circulate to Board for final approval 	24/09/09	11/9 JH New Logo agreed with launch pencilled in for early October. 11/9 JH Closed	LSP Manager Comms T&F
BO-09/06 -19	09/06/09	Section 9 LSP Managers update	Review Performance Indicators in order to focus on a more realistic set.	<ol style="list-style-type: none"> 1. Identify subset of PIs and ability to monitor . 2. Present to Steering Group. 3. Final set to be approved as part of SCS renewal 	27/08/09	11/9 DW Reduced list produced and presented to SG. Action no. 3 covered by BO-09/06 -20. To be agreed by Board	LSP Manager/Admin Team

LSP Board Actions



Action Ref	Meeting Date	Item Ref	Item	Key Actions	Target Date	Update / Outcomes	Lead Officer
BO-09/06 -20	09/06/09	Section 9 LSP Managers update	Confirm final list of Performance Indicators and targets for the LSP to focus on following the agreement of the Sustainable Community Strategy.	1. Identify PIs that relate to new SCS. 2. Prioritise PIs for inclusion in LAA and Essex Strategy. 3. Present to Steering Group. 4. Get Board Approval. 5. Notify Essex Partnership.	31/03/10		LSP Manager/Admin Team
BO-09/06 -21	09/06/09	Section 9 LSP Managers update	Suggestions for additional agenda items for the Board's autumn Awayday, or suggestions for keynote speakers.		07//07/09	11/9 JH Awayday programme agreed at SG meeting of 27/8. 11/9 JH Closed	All Board members
BO-09/06 -22	09/06/09	Section 9 LSP Managers update	Investigate best practice among LSPs for dissemination of information to the local level. (In particular, theme from a speaker or session for the Awayday)	1. Discuss with colleagues on Essex LSP, 2. Visit Castle Point Partners Fair which engages with over 200 local stakeholders twice a year	24/09/09	11/9 JH Examples of good practice to be identified as part of the new LSP Coordinators meeting. 11/9 JH Closed	LSP Manager

Page 24



Report into the Findings of the Aspire 2 Perform Assessment Undertaken by the Epping Forest Local Strategic Partnership

August 2009

Contents

Executive Summary.....	3
Analysis.....	9
Aspire.....	10
2-Tier Working.....	18
Perform.....	22

Executive Summary

The executive summary provides an overview of the key findings of the assessment that was undertaken and offers suggestions as to how the various issues could be addressed. It needs to be recognised that all participants understand that the starting point for delivering better outcomes is for the Local Strategic Partnership to create a shared vision and shared sets of priorities through the development and implementation of the Sustainable Community Strategy.

The purpose of the Aspire 2 Perform assessment is to provide an LSP with an understanding of its strengths and weaknesses and identify opportunities for further development. In order to maximise the potential of the assessment, all of the participants from Epping Forest Local Strategic Partnership were assured that any comments they made would be recorded anonymously and not attributed to any one individual. The A2P team would like to thank the participants for their candour and honesty.

About the Aspire 2 Perform Health Check

The Aspire 2 Perform Health Check is a toolkit designed to offer partners of a Local Strategic Partnership the opportunity to assess the strengths and weaknesses of their partnership. It takes the form of three separate assessments, each of which deal with a different aspect of the LSP's function. *Aspire* looks at the overall fundamental arrangements of the LSP, such as governance provisions and structure. The '2' part of the health check's names represents the assessment that looks at how the LSP functions in a 2-Tier environment. *Perform* seeks to explore how the LSP is performing and delivering on its aims and objectives.

The key to all three assessments is that they deal with the perceptions of partners within the LSP. When carrying out the assessment for Epping Forest LSP, the partners who participated attended an interview in which they were asked a series of questions designed to provoke comment on the above-described areas of work, as well as scores for each question designed to reflect where, in their eyes, the partnership was exceeding, meeting or failing its expectations and targets. By undertaking this assessment with as varied a sample of partners as possible, the assessments aim to build a picture of where the partners feel the strengths and weaknesses of the partnership lie.

For each question in the *Aspire* assessment, participants were asked to score the LSP on a scale of 0-10, with 0 being very poor and 10 being excellent; this produced an average score for each question. There are six sections in the *Aspire* assessment with 4 questions per section; once participants had assigned a score of 0-10 for each question in a section, their average score for that section was then also created. It is these scores for each section that contribute to the spider chart that represents the overall picture of the LSP in terms of the *Aspire* assessment.

Similarly, the *Perform* assessment has 6 sections, each with four questions, but each question is phrased to produce a 'Yes' or 'No' question from the participant. A 'Yes' is worth 2 points, a 'No' is worth 0 points and the participant is also able to answer

'Partial Yes' which is worth 1 point. To produce the overall spider chart for the *Perform* part of the assessment, the total points for each section are used.

The *2-Tier* assessment has three sections, with each section again having four questions. Participants score each question on a scale of 0-10, with zero being very poor and 10 being excellent.

The Findings

“Taking it to the next level”

It is clear that the prolonged absence at the LSP Manager position combined with other factors affected Epping Forest LSP negatively and led to a period of stagnation. However, the LSP now has a new Chair and Manager, both of whom are providing the LSP with tremendous drive and energy. A new structure is also in place and, with a few adjustments, this will provide the fundamentals needed to allow the LSP to become a vehicle for delivering real change; the changes that are needed will be identifiable through the revised Sustainable Community Strategy. With these facets in place the LSP is provided a real opportunity to ‘take it to the next level’; the long term future for LSPs is one where truly significant partnership working will be of paramount importance. The predicted restrictions on public sector finances means that pooled budgets, shared services and strategic commissioning, which have always formed the long-term ambition for LSPs, will have to become reality. The need to deliver more for less will require traditional divisions to be put to one side in order to focus on the needs of the communities which all agencies and partners are aiming to serve. Such challenges are significant, but while most LSPs *should* be beginning to tackle them, Epping Forest LSP is in a position where it *can* begin to tackle them.

Enthusiasm, commitment and trust

Despite the issues the LSP has faced, partners displayed genuine enthusiasm for, and commitment to, the partnership, which is borne out by the continued attendance. Having partners fully ‘on board’ provides a solid plank for the LSP to tackle some of the issues that still remain. Furthermore, partners seem willing to trust each other, and such an open environment will allow difficult challenges to be appropriately discussed and overcome.

New Structure

The new structure that Epping Forest LSP has adopted should be commended. The Task & Finish groups will allow the partnership a great deal of flexibility without the structure becoming too demanding on partners’ time and resources. The first Task and Finish groups had a set up-to-report back turnaround of 4 months which shows they are being used in an appropriately focused way. It is also encouraging that the LSP has a Board and a Steering Group, as this arrangement can allow for greater strategic oversight and Performance Management. However, there are some concerns about the duplication of membership on these two groups – these will be addressed in this report’s recommendations.

Good SCS Consultation

It was very interesting to see that the consultation for the Sustainable Community Strategy is being facilitated by Voluntary Action Epping Forest. This should make the consultation process more inclusive, as well as providing the Voluntary Sector with more engagement.

Deprived Localities/Groups Have Been Identified

Most participants were aware of the demographic issues that are present in the Epping Forest district. This knowledge is essential for the LSP as, along with the SCS, it will provide the focus for the partnership's activity, focus which is needed if the LSP is going to add value.

High-calibre LSP Manager

Throughout the assessment, participants were quick to praise the positive contribution the LSP Manager is making to Epping Forest LSP. It is the experience of the Aspire 2 Perform team that a dedicated coordinating officer invariably affects positive change, but the Epping Forest LSP Manager's drive, dynamism and insight into national, regional and local issues are of unusually high quality.

Public Awareness

The LSP is taking steps to increase public awareness, and dedicating a Task & Finish group to this process is an impressive use of the available knowledge base. However, the partnership needs to ensure that all opportunities are explored. Increased public awareness of the LSP leads to increased accountability, and the partnership should encourage public contribution at Board meetings and possibly rotating venues, although it is accepted this may be counter-productive to the webcasting initiative.

Representation

Generally, the LSP has good representation from most sectors and organisations. While there is an acknowledged issue with effectively engaging Private Sector representation, the LSP has recently secured representation from two Private Sector organisations.

Roles, Responsibilities and Relationships of Groups within the LSP

While most participants questioned now have enough first-hand experience of the LSP to informally understand partners' roles and the way in which groups interact, the LSP needs to consider what it can put into place to ensure greater understanding for new partners, especially those who do not come from a public sector background.

Strategic Focus

While the LSP generally is heading in a positive direction, the LSP Board needs to focus in on the strategic objectives for the partnership to ensure it is able to effect real change and work towards the long-term vision that will be set out in the SCS. This is one of the most challenging aspects of LSP working, but it something the partnership needs to focus on as it is the only structure which is capable of setting out the long-term vision for the district.

Recommendations

- **Prepare for the tough financial future:** The current economic climate makes it likely that the next Comprehensive Spending Review will have a significant impact on the resources available to the Public sector and, as a consequence, the Voluntary and Community Sector. Epping Forest LSP is in a better position than some to tackle this difficult challenge because of the willingness expressed by key partners in the interviews to consider contributing funding. The key for the LSP will be to make the SCS inclusive of LAA and partners' corporate aims while delivering change which is reflective of the needs of Epping Forest. With this in place the LSP needs to work towards pooled budgets, shared resources and a truly 'joined-up' approach from partners.
- **Influence commissioning in the locality:** Further to the above, the LSP needs to move to a position which allows it to oversee and strategically influence the commissioning activity of statutory partners. As a non-statutory body, the LSP can not become a commissioner itself, but Epping Forest LSP needs to consider how it can facilitate true collaboration between its partners to ensure the most efficient and effective use of resources.
- **Formalise requirements of partners and raise internal awareness of LSP structures and inter-group relationships:** Some form of induction pack should be considered in order to help new partners become accustomed to the LSP environment and understanding of the requirements of their role and the benefits of this type of partnership working. Although existing partners seem to have worked out their roles and responsibilities through experience, it may also be worth clarifying the function of all levels of the LSP and the relationship between groups so partners can fully comprehend the wider aims, objectives and nature of the partnership.
- **Raise public awareness:** In order to capitalise on the work and ideas of the Communications Task & Finish Group, the LSP should also encourage public contribution at Board meetings and consider whether Neighbourhood Area Panels and other established community-level events/meetings would provide an effective avenue for increasing awareness of the LSP within the Epping Forest district.
- **Use Scrutiny and Overview Committee:** The Aspire 2 Perform team is encouraged that the LSP uses Epping Forest District Council's Overview and Scrutiny function. In light of recent Audit Commission recommendations (which the LSP Manager is already aware of) the LSP should continue to use this function as it increases accountability and raise's Elected Member awareness of the partnership's activity.
- **Formalise decision-making protocol:** LSPs can stagnate if decisions can not be made outside of formal meetings. Although some action has been taken to make this process easier, the Aspire 2 Perform team recommends a formal protocol is put in place.
- **Refresh Board and Steering Group:** It is recommended that the membership of the LSP Board and Steering group is refreshed in order to avoid duplication. The Board should be the part of the LSP which sets and maintains the partnership's strategic focus and the Steering Group should be the part which directly oversees the work of sub-groups and which provides Performance

Management across the LSP. The two groups should be performing different functions and should, consequently, have different membership. There is currently duplication of membership in the two groups and, not only is this a large demand of partners' time, but it is not conducive to effective performance of either group's function. Currently both groups receive exactly the same reports from the thematic groups: the Steering Group should receive these reports and then present a shorter summarised version to the Board. The Board needs to maintain strategic vision for the Epping Forest district area; this is a challenging objective but one which only the district's LSP can fulfil.

- **Ensure robust reporting mechanisms are in place:** Having an effective and robust reporting mechanism up and down the chain will be essential for the LSP to move to true Performance Management. An effective Steering Group will make this easier to achieve, but at the same time the Steering Group itself will be dependent on good reporting mechanisms in order to function effectively.
- **Create a Data Observatory:** Increasingly, data observatories are seen as a critical component of partnership structures. Not only do leading authorities such as the Audit Commission demand a greater emphasis on evidence-led decision making and actions, but a 'warehouse' of data will also help the partnership to Performance Manage its activity. Although a countywide observatory may be preferable, the West Norfolk Partnership's DAWN system provides a good example of how the theory can be applied on a district basis.
- **Move to Performance Management:** To increase the LSP's effectiveness in delivery and the accountability of partners, a robust Performance Management framework needs to be implemented. The Aspire 2 Perform team is aware that Epping Forest LSP has made some progress on this issue, and we also accept that few LSPs in the region have got to grips with this issue, especially those working in a 2-tier environment. The team will offer advice to the LSP Manager on this subject.
- **Collaborate further with Harlow 2020 and Uttlesford Futures:** The Aspire 2 Perform team is encouraged by the work being done to bring the LSPs of Epping Forest, Harlow and Uttlesford together. The possibilities for achieving economies of scale, access to funding opportunities, reducing strain on partners' capacity and creating a partnership with 'critical mass' mean the Aspire 2 Perform team would fully support the creation of a 'West Essex' LSP.

Analysis

The detailed results of the health check begin on the following pages. Each assessment is presented separately, with the results for the *Aspire* and *Perform* assessments being preceded by a graphical representation of the overall results for each. These graphs serve to highlight areas of general strength and weakness; the question-by-question analysis which follows shows how the partnership is perceived to be performing in specific areas.

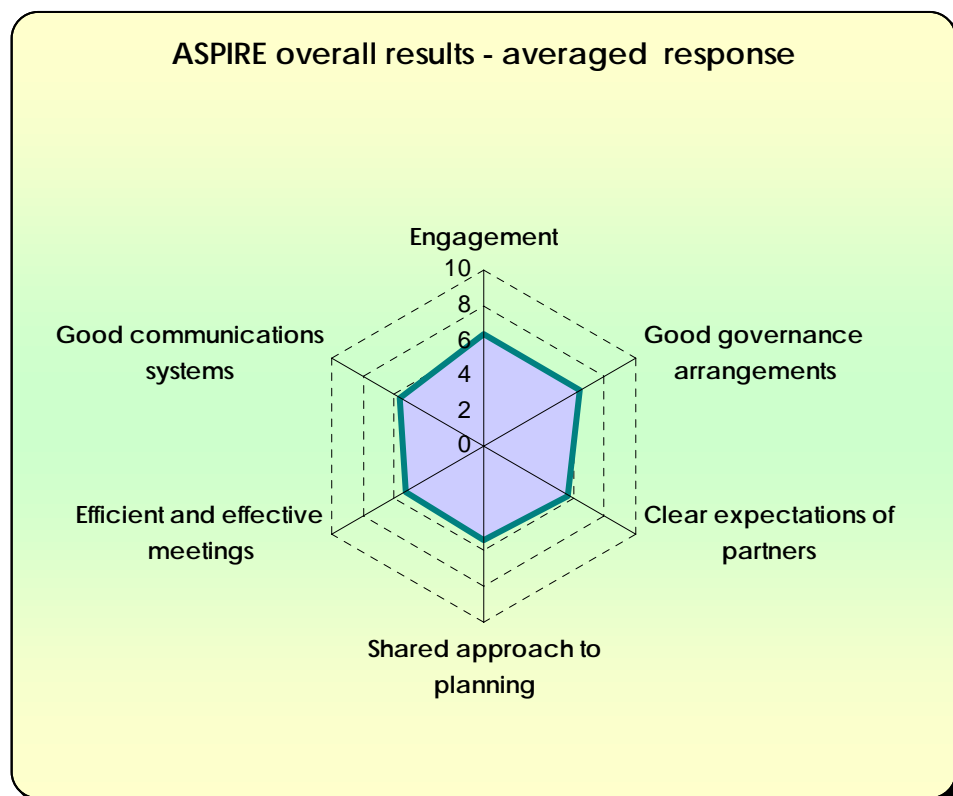
Many participants gave comments on particular issues raised within the assessments; these have been paraphrased from verbatim and are shown next to bullet points throughout the analysis.

Participants' General Comments

There were several comments made that did not relate to any part of the assessment specifically but were about the LSP as a whole, and these have been included below.

- Engaging and developing the public needs to remain a priority for the LSP – it must not be perceived as a quango.
- Not sure that all strategic partners are represented; partnership too statutory focused and should include representation from the forest and farming communities. The Task & Finish groups have been an excellent addition – could these be used to increase engagement? Could meetings be moved out into the community?
- The LSP needs to focus on being strategic; the LSP needs to develop with regard to commissioning; the Board needs clear objectives to ensure that the LSP doesn't try to achieve too much but doesn't just deal with insignificant issues either; the LSP needs to ensure resources are focused in areas of concern.
- Partners recognise there is a long way to go but they are keen to make the necessary progress.
- Public awareness and engagement needs improving, but the LSP has a great opportunity to take things forward.

ASPIRE



The above spider chart is a graphical representation of the averaged responses from participants to each section of the Aspire assessment and the results are fairly solid.

Because the above chart shows the average score for each section, and because each section contains four questions, there are specific areas of strength and weakness that it fails to highlight (e.g. if a participant gave the first 2 questions in the Engagement section a 10, and then gave the next two a 0, then the score that would go towards the above chart would be a 5 – a mediocre score that is isn't reflective of the particular issues where the partnership is perceived to excel and fail). Therefore, over the next pages the report will look at each section of the Aspire assessment in detail, giving the average score for each question (as opposed to each section) illustrating how the partners felt about each topic that was raised and giving a clearer idea of the perceived strengths and weaknesses of the Epping Forest LSP's fundamental arrangements.

For each question, please give an answer on the scale of 0-10, with 0 being an extremely negative score and 10 being extremely positive.

Engagement

To what extent:

[a] is the full range of partners (e.g. key delivery partners, elected members, voluntary and community sector, private sector, key community groups and the general public) represented within the LSP's structure?

Average score: 6.9

Respondents generally answered positively and the score reflects this. However, there were some areas of weakness highlighted. Many LSPs within the East of England struggle to effectively engage the Private Sector and this is something the Aspire 2 Perform is currently looking at with the Government Office for the East of England and the CBI. It is also understood by the Aspire 2 Perform team that a representative from the City of London has joined and this is the body responsible for the forest.

- Gaps more to do with the Private Sector.
- No Private Sector representation
- Used to be good private sector representation not so much anymore
- There is difficulty getting business partners engaged and there are some problems with consistency of attendance.
- There are key players (local employers) from the Private Sector who are not engaged.
- Epping Forest LSP has managed to effectively engage the parishes.
- Attempts are being made to have more effective engagement with the private sector but this remains a weakness.
- Key partners are there but I'm not sure if it has been explored who is else out there (e.g. representation from the forest itself).

[b] does the LSP's planning take into account the results of consultation with a range of stakeholders; reflecting the diversity of local opinion?

Average score: 6.6

There were some concerns raised by participants about the LSP's previous engagement efforts. However, the Aspire 2 Perform team were encouraged that the consultation for the Sustainable Community Strategy is being carried out by VAEF as this should help to ensure the consultation is truly inclusive.

- LSP makes an effort to run some of its own consultations – open stakeholder forums, Place Survey. However there is a lack of coordination in joining-up the consultation processes of partners.
- There is always an effective stakeholder conference, the format of which varies to engage with different groups
- It is difficult to make consultation reflective of the community.
- The SCS consultation is still in progress but once completed the LSP will be in a strong position.
- The Place Survey is limited and the last LSP conference was cancelled.
- Consultation is not as wide-ranging as it could be; it's too LAA focused.

[c] is the work of the LSP seen as core to the work of key partner organisations

Average score: 5.5

- Not sufficiently. Just beginning journey. Partners think and plan within their own organisational hierarchies.
- There's not always a clear distinction between what an organisation is doing anyway and what is actually 'LSP work'. This should improve, especially with further work on the LAA
- In some cases considered core – PCT and Educational representation has been variable.
- Seems to be.
- It can be seen as peripheral; this is something most LSPs struggle with.
- This varies from partner to partner.
- The LAA helps make this so.

[d] are partners enthusiastic about the work of the LSP?

Average score: 7.7

Despite some of the responses below, generally there was a sense that partners are enthusiastic about the LSP and the direction it is now taking. This commitment to the partnership should prove a valuable base from which to build on.

- Partners are committed to the concept but the drive to ensure the necessary cultural change does not yet exist.
- On the whole yes
- There is commitment to the LSP and good attendance reflects this.
- Those who participate regularly are very enthusiastic, others in the LSP aren't.
- The introduction of Task & Finish groups has helped the LSP move away from being a talking shop and this has helped increase partners' enthusiasm.
- Partners are committed, not necessarily enthusiastic.
- There is enthusiasm but this doesn't necessarily translate into output.
- Partners want to be there and they want to be enthusiastic.

Governance arrangements

To what extent:

[a] are you aware of the formal relationship between different groups and agencies within and connected to the LSP?

Average score: 6.1

Although partners' understanding of the way in which the different groups and levels of the LSP inter-relate will improve once the recently-adopted structure is imbedded and new reporting processes are finalised, the partnership needs to be aware of the problems that can be caused by a lack of partner awareness around the internal relations of the LSP. Potential problems include subgroups duplicating effort and a lack of wider accountability.

- Aware of all the groups but not necessarily aware of what they are up to.
- There are no written agreements as such
- Not sure of formal relationships but am aware of who does what generally.

[b] is there clarity about who is accountable for different aspects of the LSP and its work?

Average score: 6.25

- This is woolly and vague.
- The LSP has done much to clarify internal issues and has been helped immensely by the appointment of the LSP Manager.
- More clarity is required here. Too much is left to the LSP Manager to drive.
- There is clear accountability when something fits neatly within an organisational aim.
- If a specific piece of work is undertaken then this is understood, but generally this is not much awareness.

[c] is there clarity and transparency about how shared resources of the LSP are managed and accounted for?

Average score: 7.5

- There is clarity within certain service areas.
- Relevant information is supplied.
- Well served by financial information – some inherent difficulties as to how people have reported back in the past. There has been good use of Task & Finish groups.
- Must have buy-in from all partners in order to share cost/responsibility.
- Very clear on budgets.

[d] are there opportunities to receive feedback or 'challenge' from someone outside the LSP, to its decisions and plans, to test their feasibility?

Average score: 6.6

Epping Forest LSP should build on the good work it has done webcasting meetings by encouraging public attendance and involvement with the partnership's Board meetings. It was also of interest to the Aspire 2 Perform team that an LSP Briefing is disseminated to a wide contact list and an article is included in Voluntary Action Epping Forest's 'News' publication, both of which will encourage wider engagement with the partnership.

- Feedback from Essex Partnership. Development of Performance Management will help achieve this.
- There opportunities at conferences and as the result of the webcasting.
- The wider public aren't aware of the LSP as an organisation, don't understand what it does and would not know to question it. People should be encouraged to attend meetings and there should be no fear of 'washing laundry' in public.
- Meetings are open and webcast, and there is a move to make use of The Forrester.

Clear expectations of partners

[a] are you aware of any formal agreements about roles and responsibilities of partners in the LSP?

Average score: 4.3

This question received some of the lowest scores given in the Aspire part of the assessment. Coupled with the comments below, this suggests there is a need to clarify what is expected from partners. Other LSPs have used 'Job Descriptions' to help partners understand what they need to do to effectively contribute to their partnership; while this exact format does not need to be followed it is useful to formally explain what each partner needs to do to properly represent their sector/organisation. This is especially useful for partners who are not from a public sector or are from organisations which regularly change their LSP representative as it reduces the reliance on intuition and experience.

- Terms of Reference
- Not aware of any formal agreements, but major participants are aware of their roles/responsibilities.
- Unaware of any formal agreements. This could be useful, especially for new partners.
- Further clarification is needed.
- There needs to be some formalised clarification, especially around the levels of representation which is needed.

[b] do partners fulfil their obligations to the LSP?

Average score: 6.9

Although the comments below do illustrate a certain commitment from the partners, the greatest pertinence comes from the participants who highlight an uncertainty about what the obligations for partners are. Although some of this speaks to a need for increased clarity around roles and responsibilities, it also ties-in to a need for the LSP to become more strategic in its focus. The new Chair has steered the LSP in a more positive, outcome-driven direction, and this emphasis should be used as the foundation for a more focused partnership which in turn will allow statutory bodies the opportunity to fully resource their engagement.

- Consistent attendance by different organisations.
- On the whole yes. Webcasting seems like it will help this.
- There is a strong commitment and this has garnered results as a consequence of working together (e.g. information sharing; PCT leading work on morbidity and teenage pregnancy with other partners).
- As far as they understand what it is they need to be doing. What partners are working to achieve probably needs more clarity.
- Obligations will be fulfilled if it suits partners' own organisational aims.
- Do they know what their obligations are?
- If the work is tasked they will.

[c] are partners willing to contribute resources to the LSP appropriately?

Average score: 6.7

The LSP should be encouraged by the participants' attitude to this question, which was generally suggestive of a willingness to contribute resources beyond what is already available. However, the partnership needs to be mindful of the likely realities of the future, realities which will call for shared budgets and pooled resources in order

to effectively service the locality. Epping Forest LSP needs to build on the enthusiasm of key partners to ensure the partnership is able to meet future demands.

- Sometimes this is restricted by capacity rather than will.
- Variety of contribution, including both human and financial resources.
- Active partners contribute in a variety of ways, including management support and exec-level commitment.
- Probably, subject to cost. Partners would recognise the benefit in cases that achieve joint priorities and/or avoid duplication.
- To an extent: 'token' funding.
- Partners do contribute, but is it enough?
- This hasn't been tested but the willingness is there.

[d] do partners feel accountable to each other for delivery of activities agreed by the LSP as their responsibility to deliver?

Average score: 6.75

- People will put their own organisations first.
- There is a sense of responsibility to the LSP
- Within the core group of active members.
- Relationships around the table ensure this happens (the 'embarrassment' factor)
- There is a feeling of accountability but it's woolly; public accountability could improve this.

Shared approach to planning

The following four questions are all areas which the LSP hopes to address as a result of the SCS process, and the Aspire 2 Perform team is confident that this will happen. However, Epping Forest LSP does need to be mindful of the need to be inclusive of partners' aims and objectives and the benefits that can be drawn from mapping where similarity of work exists.

To what extent:

[a] do shared strategies reflect targets of all partner organisations?

Average score: 6.1

- Not yet: some areas are more advanced than others (e.g. CYPSP/CDRP)
- Don't think about what else is available
- May not need to as the LSP's aims don't necessarily impact on all partners.
- They reflect partnership strategies of those who attend.
- The LSP is moving towards this.
- The new SCS will do.
- This is necessary to get proper buy-in and it will happen in the new SCS.

[b] has any work been done to identify how key ambitions and priorities of different partners connect or overlap?

Average score: 5.4

- Some work started
- Some work has been undertaken but more is needed in this area

- Not really accomplished yet, but work being undertaken currently to address issue.
- The SCS will pull this together.
- There is not enough cross-cutting/fertilisation.

[c] would LSP partners know what its shared priorities were?

Average score: 6.3

- On the whole yes, within certain parameters.
- Once SCS is refreshed they will.
- Would understand some of the major shared priorities.
- Probably; some partners are starting to organise key areas of joint work.

[d] have targets and milestones been developed to help address joint priorities?

Average score: 6.8

- This will improve once the SCS has been refreshed. Is not helped by Epping Forest paying regard to some many priorities.
- Work in progress – good track record of it happening in the past.
- Chair has made it clear she wants the LSP to produce outcomes.

Efficient and Effective Processes

To what extent:

[a] do meetings of groups within the LSP feel purposeful and productive?

Average score: 7.3

It is clear that the LSP has been helped by the structure it recently adopted and by the direction the new Chair is taking the partnership in, with increased focus on achievements.

- At sub-group level increasingly so, helped by funding being available. The other levels of the LSP are clear about their purpose but not always focused and productive.
- The new structure has helped address this, but development is still in embryonic stage. The Task & Finish groups are a good addition to the LSP.
- Some groups are more so than others. The steering group is 'too close' to Board in terms of membership. The Board is doing alright and becoming more strategic.
- Limited productivity at Board level but this is something that will improve.

[b] is performance against shared priority targets of groups within the LSP reported back to the Board?

Average score: 6.7

- Clearer framework now in place and this is being strengthened – currently more qualitative than quantitative.
- There is good reporting back
- New system will require time to bed in.
- Progress is regularly reported back to the Board.

- This needs improving, but will happen.
- This happens at every Board meeting.
- There's not emphasis on what is being delivered.

[c] do partners have ready access to performance information on the full range of priorities?

Average score: 5.9

- Information is available but not in a collective manner – too bitty at present.
- Work in progress – this is linked to the development of the reporting system.
- Having the LSP Manager in post helps this.
- Partners don't know what they're after.

[d] have partners aligned their systems (performance management, timetables, planning, etc.) with those of other partners?

Average score: 3.6

True alignment of systems is an ambitious task for LSPs, especially those who operate in a multi-tiered system. There are clear benefits to such alignment taking place, but the low score for this question is not indicative of a major issue for the LSP.

- In certain areas partners are starting to align certain systems.
- Targets are aligned with LAA where appropriate. The required level of alignment doesn't exist.

Communications

To what extent:

[a] do partners get the information they need about the work of the LSP, when they need it?

Average score: 7.1

- Information is available. The bigger issue is whether people report back effectively through their own organisational structures.
- On the whole yes – good inter-personal relationships and the website is undergoing an update.
- Getting better as systems are being re-developed
- Information is provided but more could be done.

[b] are partners open about sharing information about their own work with other partners?

Average score: 7

- To a degree.
- As long as it is relevant
- Can't think of any incident where people are being coy about cooperating – the willingness to share is highly commendable
- No identifiable problems in this area.

[c] have protocols or formal agreements been developed between key partners, to allow access to each others' information?

Average score: 6

While protocols for information sharing are essential in the statutory theme groups, they are only genuinely useful on a wider scale if partners are contributing to a robust data observatory. The enthusiasm for such a 'warehouse' that exists within Epping Forest LSP should be harnessed and an observatory should be set up.

- Protocols are in place between the main partners.
- Not aware
- Are going to be.
- There is a countywide agreement.
- There are loose arrangements. The NHS lags behind a bit on this.
- CDRP protocols in place – unaware of others.
- In some areas there are data sharing protocols.
- There is a countywide protocol.
- Not across the range of partners, but this is gradually improving.
- The aim to get a data observatory for the LSP will require some work around this.

[d] is the public kept informed about progress of the LSP?

Average score: 5.8

The Aspire 2 Perform team are confident that this score would be higher in a year's time. The 'Improving Communications' Task & Finish group has looked extensively at the ways in which Epping Forest LSP can raise its profile, and some of the solutions it intends to implement are innovative. However, the group has yet to report back to the Board so it is understandable that most participants did not have enough knowledge of their activity to score higher.

- Yes but not sufficiently. Work is being done to improve this, and meetings have recently started to be webcast.
- Use of the press, the website, webcast meetings and annual events are all helping to address this.
- There is a constant struggle to address this
- Not really at the moment.
- Coming to be – this is a work in progress.
- There is a Task & Finish group looking at how to improve the LSP's communications.

2-TIER assessment

1 Roles and representation

- I. Is there a set of shared principles, joint protocol, compact or letter of agreement between the two tiers showing how they will work together?

Average score: 4.25

- Between the upper 2 tiers yes.
- There are a number of protocols around existing areas of work.
- Shared principles are evident but it is all far too top-down and prescriptive.

- II. Is there a broad understanding and acceptance of what is dealt with by each tier?

Average score: 6.75

- Communication can be difficult between the tiers.
- On the whole yes.
- There is some understanding but more clarity would be beneficial.
- There is a broad understanding

- III. Is there clarity around the role of elected members at each level

Average score: 5.8

- This is a failing of the county LSP. It is too large an animal and some members struggle to grasp the bigger picture and become parochial as a result.
- Members' engagement isn't always effective.

- IV. Is there an effective cross-county mechanism to link Districts within the County, e.g. LSP link/liaison officer, cross-county officers / Chairs group?

Average score: 5.1

- There is never really any focus on hard issues or how to drive change.
- Not as effective as they could be.

2 Geography and structures

- I. Has there been any agreement between the County and Districts LSPs about an overall County-wide approach to strategic partnership working?

Average score: 5.6

- By signing up to the ECC strategy and LAA(2) yes. However, complete sign-up to all targets was somewhat rash.
- Not aware

- II. Has there been any joint discussion and agreement on how to approach specific planning processes collectively, e.g. in developing a Community Strategy / Local Area Agreement?

Average score: 6.1

- Yes, this has happened, but not entirely successfully.
 - The diversity of Essex makes it very difficult to build a consensus.
 - Unaware of any work being undertaken at county-level but it is something we are looking to address in Epping Forest.
- III. Is it clear at which 'tier' statutory organisations working regionally or sub-regionally should be represented?

Average score: 5.3

- Not 100%
- IV. Is it clear at which level voluntary and community sector and business sector organisations working regionally or sub-regionally should be represented?

Average score: 4.8

- The Third Sector can have issues understanding their role across the two tiers. Partners within the district generally can be quite insulated and need to increase their learning from outside.
- Not always.

3 Resources and capacity

- I. Are partners able to cope with additional capacity issues they face as a consequence of representing LSPs across Districts or at different tiers?

Essex is a complex area for LSPs to operate in. The county area is geographically large and demographically diverse and this can present issues for representative organisations, one of which is the ability to provide effective attendance. The consideration Epping Forest LSP is giving to working closer with Uttlesford Futures and Harlow 2020 should be commended, as an LSP which combined these three existing partnerships should make it easier for countywide organisations to provide representatives who have the capacity to meaningfully engage.

Average score: 5.8

- Partners within LSP find it difficult to resource current attendance.
 - It can be a major challenge for the PCT to attend.
 - Although PCT do have difficulties, in general partners have coped.
- II. Is officer support available at the County level to enable the development of District LSPs?

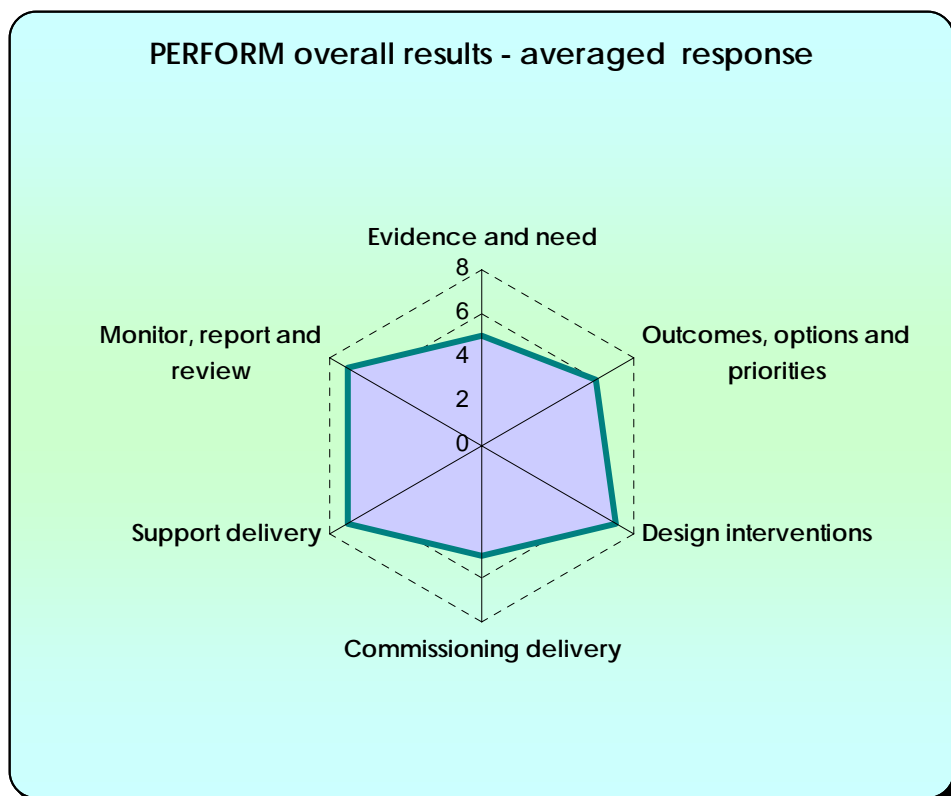
Average score: 6.5

- There is good support at officer level.
 - In theory, yes. Not convinced that they speak to each other; they need to work more smartly.
 - LSP Manager has helped this by enhancing relationships with ECC officers.
 - LSP Manager's relationship with county staff has made a positive difference.
- III. Are there any financial resources available at a County level to support District LSPs?

Average score: 7.2

- Financial support is good.
- Financial support does come from the county.
- Good resources from county although there are issues around how the money is spent.

PERFORM



The way the Perform assessment is set up means the highest average score for each section is 8, which would translate to every participant giving a 'Yes' answer to each of the four questions asked in that section.

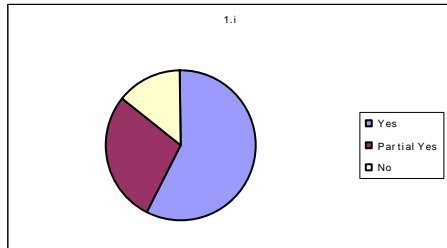
While participants did not score Epping Forest LSP highly in terms of Evidence and Need, the partnership scored exceptionally well in other areas. Some of these scores are indicative of the high-calibre secretariat support the LSP is now receiving, along with the drive the LSP Chair and Manager are providing. However, some of these scores are based on the expectations partners have of how the LSP will operate once the SCS is finalised and the direction for the partnership is set. While the Aspire 2 Perform team is happy to accept these scores as they coincide with our expectations based on what we have learnt and seen, Epping Forest LSP needs to ensure that once the SCS is in place, the partnership executes proper action planning, backed-up by robust reporting and performance management.

The following pages of the report look in further detail at the answers given to each question. The pie charts show the proportion of participants who answered 'Yes', 'No' or 'Partial Yes'.

The following questions are framed to lead to a Yes / No answer, with 'Partial Yes' also being an accepted answer.

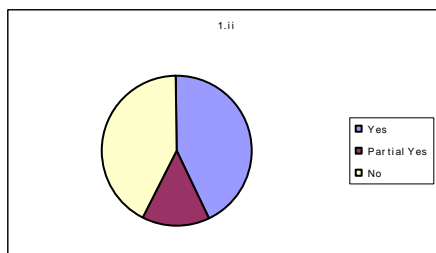
1. Understanding evidence and need

1.i Is planning based on effective consultation with a full range of groups and in key localities?



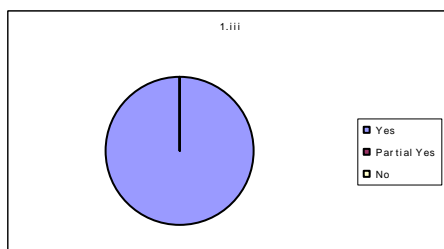
- It has been previously and definitely will be in the refreshed SCS.
- Sometimes happen but is better than it used to be. Partners need understanding as to what everyone is trying to achieve.
- The LSP has worked hard to use open days and workshops, and the partnership is conscious that it needs to get out into the district.

1.ii Is current performance assessed against baseline / initial performance?



- Baseline information is not used – no process for monitoring this at present.
- This is work in progress.

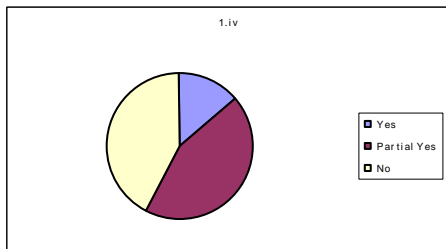
1.iii Have key groups and localities been identified as a focus for interventions?



Identifying areas/groups which are in need of intervention is a valuable process for LSPs as it immediately offers a focus for activity, especially in an LSP such as Epping Forest where adding value and doing work which wouldn't otherwise be done are high priorities.

- Young people in Waltham Abbey and teenage pregnancies are two examples.
- Super Output Areas
- Definitely (SOAs)
- Specific areas within the district have been targeted.
- Geographic areas and certain groups within the community (e.g. commuters) will be targeted

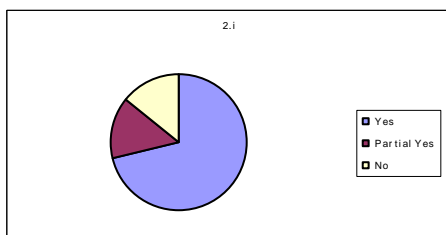
1. iv Have any attempts been made to predict likely future performance levels?



- Very much on the agenda.
- The LSP is aware that this is needed and it will happen.

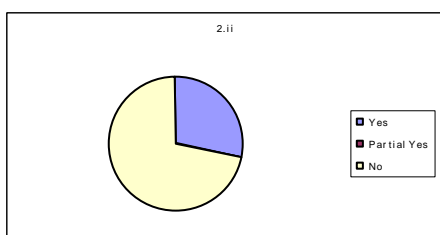
2. Identifying outcomes, exploring options and setting priorities

2.i Is there a process in place for identifying the key outcomes needed?



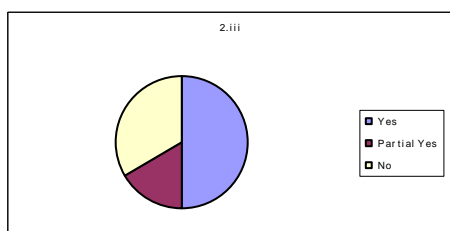
- Requires more attention
- There is a reprioritisation exercise at the annual away day.
- Started process. Awayday looking at evidence: place survey, JSNA etc. Clear view is being established as a result – now need to do something about them.

2.ii Have a range of options been developed and appraised for each outcome, based on what is known to work?



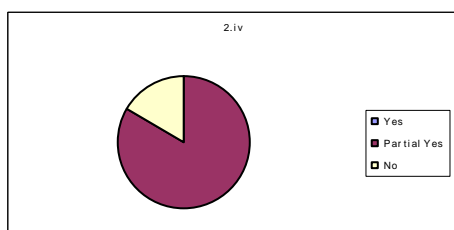
- Should come out as SCS is developed.
- There is awareness that this needs to be done.

2.iii Have priorities been set for each outcome?



- Work in progress for some groups
- All priorities have equal basis.

2.iv Does the planning process include some independent constructive 'challenge'?

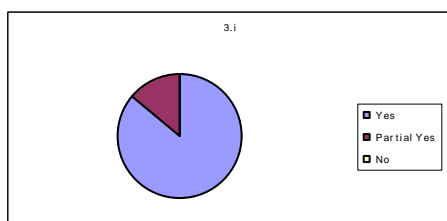


- Use of consultation but no critical methodology for intervention
- It will do, with the use of scrutiny etc.

3. Designing interventions

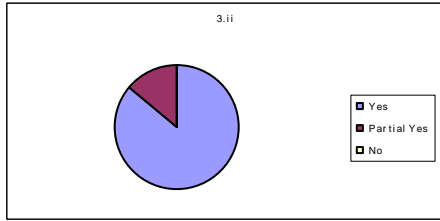
The answers to the following questions were largely dependent on participants envisioning their expectations for the LSP after the current review of the SCS had been completed. From what we've seen, we are confident that the topics considered in 3.i to 3.iii will not be an issue for Epping Forest LSP, and this is reflected in participants' answers. However, the partnership must be conscious of the challenges soon to be faced by all public sector organisations in terms of funding and, as such, consider how the objectives of action plans can realistically be resourced and fulfilled.

3.i Is there an action plan(s) in place, covering all priorities, and with a clear timeframe?



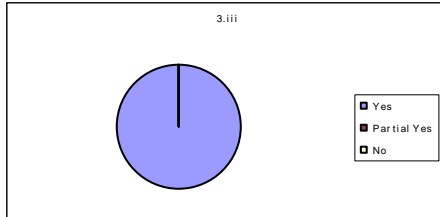
- Not formally agreed
- This is happening

3.ii Does it target key groups and localities?



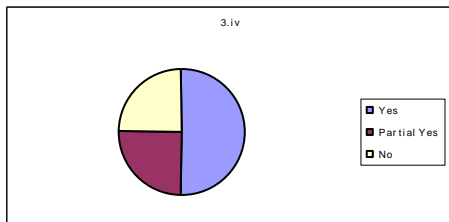
- It will do

3.iii Is accountability and responsibility for each target clear?



- It will be
- Lead officers and organisations will be included with any action plan.

3.iv Are resources available to support each target in the action plan?

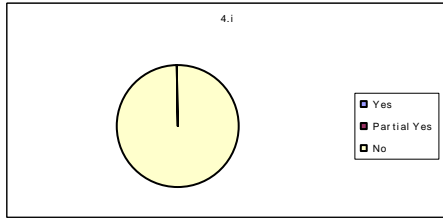


- Pump priming backed up by contributions from other agencies
- Must encourage resources availability to undertake Action Plan.
- Need to be clear on direction of travel and get sign up from constituent partners.

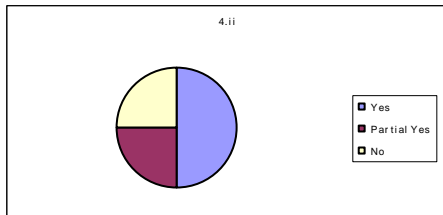
4. Commissioning delivery

The following four questions are about commissioning, which is something that is largely untouched by LSPs in the East of England. Understandably, these questions produced a majority of “No” answers, but the comments given show that there is some awareness of the possibilities for improvement and ‘Place Shaping’ that Epping Forest LSP provides.

4.i Is there a commissioning strategy, governing how the LSP ‘buys-in’ delivery activity?

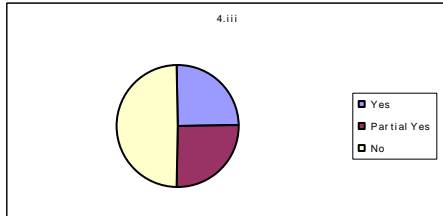


4.ii Is there a clear understanding of what is needed, linked to specific priorities and key target groups, localities, etc.?



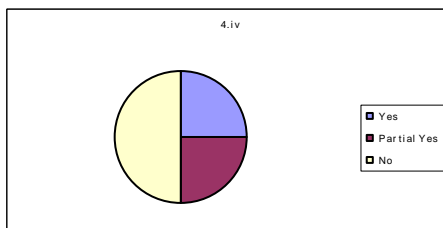
- While there is an understanding there is no formal process in place. Not everyone would see this as the LSP's role.
- We understand what we should be doing, and moving to delivering on this is happening.

4.iii Does the LSP's work deliver 'best value' in terms of resources and method of delivery?



- Clear focus on it not just being a talking shop
- This should always be the LSP's aim.

4.iv Is there a sound process in place for managing overall delivery against LSP plans?

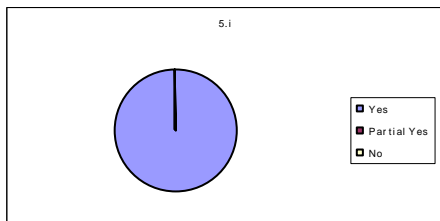


- Once SCS is refreshed this will happen
- This is being monitored by the LSP Manager.

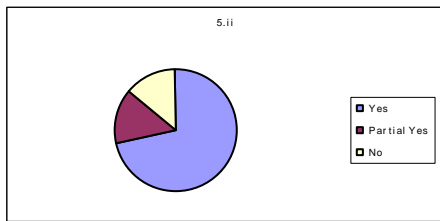
5. Supporting delivery

5.i Is there a designated delivery manager/ driver to oversee the LSP's planning?

Throughout all of the assessments the Aspire 2 Perform team has carried out in the East of England it has become evident that a dedicated coordinator is essential to the success of LSPs. The experience of Epping Forest LSP attests to this, as the partnership’s ability to operate effectively suffered when there was a prolonged absence at the LSP Manager position. However, the current LSP Manager is contributing more to the LSP than a standard coordinator and is providing the partnership with real drive and a rare level of insight. Throughout the assessment, partners were quick to praise the current LSP Manager, and the challenge for the LSP now is to put measures in place which will help maintain momentum if any change at this post occurs.

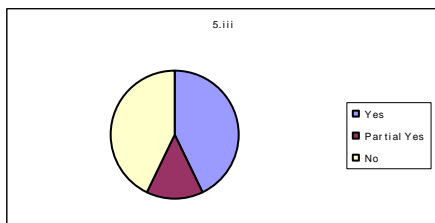


5.ii Are partners willing to switch resources to support mainstreaming of successful work?



- Unable to provide specific examples but there is a willingness.
- This happened through the CDRP, where Epping Forest DC funded 6 PCSOs and was given tasking rights to 23 via NAPs.
- In theory.
- Not yet been asked to but willingness would be there if suitably justified.

5.iii Is there rapid access to decision making within the LSP structure?

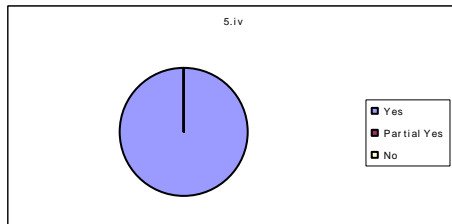


The LSP needs to consider adopting a formal agreement which will allow rapid decision making outside of standard the Board environment.

- At some levels but this is difficult for some issues.

- If an important decision was required this would not be a problem.
- Chair or LSP Manager would be able to make most decisions.
- Some thematic groups can do this but this needs to be addressed in governance for the whole LSP.
- This is an area that needs improving, but one which is getting better. It would be good to see e-conferences or some robust mechanism by reaching agreement by email because the LSP is not dynamic enough on this issue.

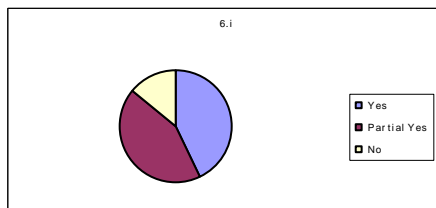
5.iv Is there an open communication process between the LSP's officers and managers and those responsible for delivering it's priorities?



- Still in a transitional phase with this.

6. Monitoring, reporting and review

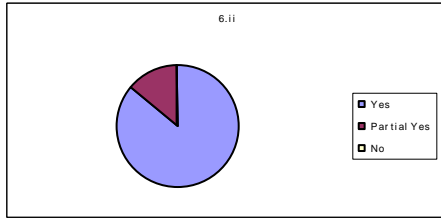
6.i Is there a system for recording and monitoring performance against priorities, which is effective and to which partners actively contribute their performance information?



- Process will be put in place once SCS has been refreshed.
- This is being developed.
- Work is in progress to ensure sturdy footing.
- This will be put in place.
- This is currently light touch. Any new system needs to focus on reporting by exception.

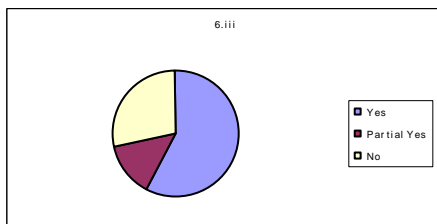
6.ii Is there a clear reporting process within the LSP? i.e.

- do thematic partnerships receive progress information from key partners?
- is there an effective process for the LSP Board to receive reports on performance and delivery from thematic partnerships?
- is there a feedback mechanism to respond back down the reporting 'chain'?



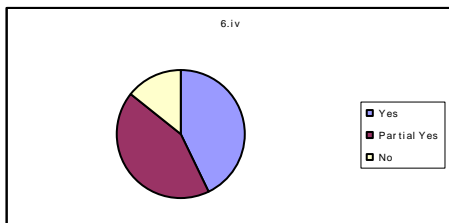
- There is a move to reporting by exception
- Previous reporting processes in the LSP weren't particularly effective but this is being addressed.
- This was addressed at the Away Day.

6.iii Is there a process for a periodic review of outcomes?



- Via reporting systems/updating of information by partnering agencies.
- To be developed.
- This happens at every Board meeting.

6.iv Is there a process for evaluating the success of the LSP's approach to delivery?



The Aspire 2 Perform team is aware that Epping Forest LSP is going to utilise a Local Improvement Advisor to look at how the partnership monitors and reviews its delivery.

- Not sure how advanced we are present
- Aspire 2 Perform addresses this to an extent.

Epping Forest Local Strategic Partnership

EPPING FOREST

Local 
Strategic
Partnership

www.eppingforestlsp.org.uk

Report of Task and Finish Team

Meeting the Challenge of the Credit Crunch

24th September 2009

REPORT: To LSP Board
DATE: 24th September 2009
SUBJECT: Report of Task and Finish Team –
Meeting the Challenge of the Credit Crunch
AUTHOR: Policy and Research Officer/LSP Manager

1. PURPOSE OF REPORT

- 1.1 To review the nature and extent of the recession's impact on the Epping Forest District, assess the range of support services available to local communities and businesses, identify gaps and initiatives to respond.

2. RECOMMENDATIONS

- 2.1 That the LSP Board:
- i. Review and endorse the report.
 - ii. Comment on, agree and prioritise the specific recommendations set out in section 8.
 - iii. Recommend that the new Sustainable Communities Theme Group support the work identified by the Task and Finish Team and ensures that the parties who supported the Team are represented on its membership.
 - iv. Thanks colleagues from the partner groups represented on the Task and Finish Team for their support in carrying out its work and producing this report.

3. BACKGROUND

- 3.1 Following a major review of how it was working, the LSP Board, at its meeting on 26 February 2009, determined a new approach which was much more outcome focused. As part of that approach it was agreed to the setting up of a number of time-limited Task and Finish Teams.
- 3.2 At the time the new arrangements were agreed, the full significance and potential impact of the economic situation and the need for partner organisations to work together in dealing with that situation, was being recognised. Thus, the Team became one of the first such teams established by the LSP.
- 3.3 The following terms of reference were confirmed by the Team at its first meeting:

"To review the nature and extent of the economic downturn in the Epping Forest District:

To assess how the local economy and employment might be best supported;

To assess how the partners should invest in, or change the focus of, public services to better support local residents; and

To work with local expert groups and academic institutions in producing recommendations to the LSP Board."

- 3.4 The Team met on four occasions, these being 30 April, 29 May, 30 June and 20 August 2009.
- 3.5 A "fluid" approach was taken in terms of membership and involvement of the various partners, with representation from the different organisations sought either throughout the time the Team was undertaking its work or on an "as and when" basis, depending on the nature of the specific issues under review at any one stage.
- 3.6 The following partner organisations and individuals were involved at one time or another during the process:

Keith Brown	- Federation of Small Businesses
Jacqui Foile	- Voluntary Action Epping Forest
Tina Dulieu	- Federation of Small Businesses
Lesley Forster	- Job Centre Plus
Liz Hand	- Job Centre Plus
John Houston	- LSP Manager
Keith Hughes	- Business Link East
John James	- Epping Forest Chamber of Commerce
Julia Milovanovic	- Epping Forest CAB
Andy Pepper	- Mid Essex Local Pensions Scheme
John Preston	- Director of Planning and Economic Development EFDC
Jenny Smith	- Harlow Save
Barbara Stock	- Epping Forest College
Yvette Wetton	- Essex County Council
Vicki Willis	- Economic Development Officer EFDC
David Wright	- Epping Forest LSP
Chris Overend	- Policy and Research Officer EFDC

- 3.7 The Team went about its task in a number of stages:
- Obtaining data from the different partners on the impact of the economic situation, comparing the situation in key areas (such as employment, redundancies, business start-up, numbers seeking debt advice) in mid 2009 with that a year ago.
 - Pulling together information on existing provision by partners in dealing with the economic situation.
 - Looking at good practice from elsewhere.
 - Identifying funding opportunities aimed at reducing the impact of the 'Credit Crunch'.
 - Establishing what the 'Gaps' in provision were.
 - Agreeing realistic additional measures to close those gaps.

4. HOW THE 'CREDIT CRUNCH' IS IMPACTING

4.1 The various statistical papers used in identifying changes in economic and other circumstances in the 12 month period from mid 2008 to mid 2009, included the following:

- VAEF Statistics on initial enquiries from potential volunteers
- Students claiming Education Maintenance Allowance (EMA), ages 16-19.
- Changes in Job Seekers Allowance (JSA) Claims between April 2008 and April 2009 at ward level.
- Occupations of those claiming JSA at Loughton Job Centre.
- Labour Market Profile Epping Forest District.
- Claimant Counts and Flows by Occupation, Age and Duration.
- Vacancies notified and vacancies unfilled.
- The Inter-Departmental Business Register.
- Enquiries received by Epping Forest CAB by particular category (but notably Debt, Employment, Benefits, Consumer).
- Epping Forest District Council information on Housing Rent Arrears and Homelessness.

4.2 The areas where significant changes had occurred and which therefore needed addressing as a matter of urgency, included the following:

- An increase of JSA Claimants from 1,119 (1.5%) in April 2008 to 2,489 (3.3%) in April 2009 (figures similar to those for Essex and the East of England).
- The number of JSA Claimants claiming for up to 6 months increased from 790 (70.6%) in April 2008 to 1,955 (78.6%) in April 2009.
- Individuals claiming JSA between 6 and 12 months increased from 175 to 385 between April 2008 and April 2009. Since April 2009 the proportion of claimants moving into this band has increased so that in July it accounted for 21.1% of total claimants compared to 15.5% in April 2008.
- The total number of cases dealt with by Epping Forest CAB in the categories of Debt, Employment, Benefits and Consumer in 2007 was 2,390. This compares with a total of 2,708 for the final quarter of 2008, and 3,186 for the first quarter of 2009.
- The total number of customers supported by Business Link during the period April 2008 to March 2009 was 108,082, an increase of 10% from 2007/08.

5. HELP AND SUPPORT AVAILABLE

- 5.1 Partner organisations represented on the Team provided details of activities and initiatives already being carried out which were helping alleviate the impact of the economic situation. These included a wide variety of support services aimed at a range of clients from business, small and large, to members of local communities. The following list gives an indication of some of the services offered that may have a direct or indirect impact:

Epping Forest Chamber of Commerce

- Guide to Business Services.
- Professional Support.
- Social and Networking Events.
- Marketing and Business Opportunities.
- Discounts and Benefits.
- Free Entry in Business Directory.

Epping Forest CAB

- Advice on debt, housing and employment issues.
- Access to legal help for those eligible for legal aid.
- Encouraging Benefit take-up.
- Tackling fuel poverty.

Federation of Small Businesses

- Legal Benefits Package which includes advice on legal, tax, employment and commercial matters.
- Insurance cover for legal and tax problems.
- Free health checks.
- Free consultation and financial analysis.
- Discounts on business, insurance, medical services.
- Free "Beat the Recession" and "Boost your Sales" Seminars.

Business Link

- Independent and impartial (and in most cases, free one-to-one help and support) from a business adviser, for existing businesses, those looking to grow and start-ups..
- Workshops and briefings on business planning, sales and marketing, legislation and developing people.
- Free business health checks.
- Essential Survival Guides ("The Know" and the Recession Survival Guide).
- Business Link also referred to Venture Navigator, a free on-line business support service to start-ups, small businesses and entrepreneurs. It is funded by UK government and provided by England's universities - www.venturenavigator.co.uk

Job Centre Plus

- Advice and support for those out of work.
- Information on learning and training opportunities.

- Advice and support to Employees and Employers facing a redundancy situation.

Epping Forest College

- Specific courses aimed at job seekers. Details of these have been included in the recently produced guide.

Essex County Council

- Essex Apprentice Scheme
- Increased number of Public Sector Apprentices
- Funding of Apprentices in Manufacturing and Engineering.
- Benefits Take-up Campaigns.
- Council Tax – Financial support for vulnerable residents.
- Reopening of Post Offices.
- Banking on Essex scheme including medium term lending to local small and medium enterprises.
- Signposting of business support services.
- Partnering with Cambridge's Institute for Manufacturing IFM

Epping Forest District Council

- Encouraging greater take-up of Small Business Rate Relief.
- Improved turnaround time for invoice payments.
- Work with Building Societies/Banks/Local Social Landlords to formulate a plan for those whose properties are repossessed or are in danger of being repossessed.
- When tendering for the provision of services, supplies and works, the District Council endeavours to seek at least one quotation from a business located in the District, provided that in awarding the contract to a local business, the Council's duty to achieve value for money is reached and that all legal obligations are met.
- For the supply of goods and/or services to the District Council, suppliers have the facility to register on www.paessex.gov.uk to receive contract opportunities free of charge that match their business requirements.
- Rental Loan Scheme.
- Rent in Advance Schemes.
- Greater Flexibility in the Shared Ownership Scheme.
- The use of a 'Recession Busting' grant from Communities and Local Government to be passed to the Epping Forest Housing Aid Scheme (EFHAS) to provide further rent guarantees.
- An increase from £40,000 to £60,000 in terms of the maximum amount the District Council underwrites in respect of rent guarantees issued by EFHAS to private landlords.
- Home Owners Mortgage and Support.
- Working in partnership with others to deliver the business support open day 3 July 2009.
- The freezing of car parking charges for the current year, in addition to free Christmas and free Saturday parking provision in selected car parks.

5.2 The Team also looked at "good practice" elsewhere including specific strategies and schemes/initiatives put in place by other LSPs and public organisations:

- Local Government Association – Global Slowdown: Local Solutions.
- Department for Communities and Local Government – The Credit Crunch and Regeneration: Impact and Implications.
- Teignbridge Strategic Partnership – Report of the Teignbridge Credit Crunch Commission.
- I&DeA – No Council of Despair: Positive Local Leadership in a Recession.
- Cambridgeshire Together – supporting Cambridgeshire Communities through the economic downturn.
- Oldham Partnership – Credit Crunch War Cabinet.
- East of England Advice and Guidance for Employers and Employees during the economic downturn.
- Local Authorities and the Recession - Solutions from the Citizens' Advice Service.
- CABS – Backing Communities: Local Solutions – Councils and Voluntary and Community Organisations supporting people through the recession.
- CIPFA Finance Advisory Network – Dealing with the recession.
- Houghton Review: Tackling Worklessness.
- South Staffordshire Local Strategic Partnership Newsletter.
- HM Government – Real Help for Communities: Volunteers, Charities and Social Enterprises.
- Bromley LSP – Impact of Economic Downturn.
- Websites dedicated to advice about where to go and what to do.
- Specific loans/grants made available to assist businesses.
- Work with building societies/banks to formulate a plan for those whose properties are repossessed or are in danger of being repossessed.
- Encouraging the unemployed to volunteer (but with the prospect of paid employment).

5.3 **Credit Unions**

The Team undertook a review of the services provided by Credit Unions and the potential for their activities to be extended in the Epping Forest District. Details of the review are set out in the Appendix to this report.

5.4 **Funding Initiatives**

A number of funding initiatives had been introduced since the extent and significance of the economic situation first became recognised. The availability of the following was noted by the Team:

- Modernisation Fund Grants Scheme.
- Proof of Concept Fund.
- Enterprise Finance Guarantee Scheme.
- Future Jobs Fund.
- Volunteer Managers Programme.

6. CREDIT CRUNCH REVIEW

- 6.1 It was clear, from the evidence received, that many agencies from the public, private and community sectors were very aware of the impact of the recession locally and had taken active steps to respond. The economic recession had certainly impacted on the District, the county and the region overall, although the impact generally was no more severe than anywhere else in the country. Nonetheless, there were no grounds for complacency and particular issues in the District requiring immediate attention are highlighted in the remaining paragraphs of Part 6 as set out below.
- 6.2 Unemployment had increased from 1.6% to 3.3% in the Epping Forest District in the last year to July 2009 (a similar increase to elsewhere in Essex and the east of England in general). There are clear clusters of wards with higher rates in the Waltham Abbey and Loughton/Debden areas as follows: Loughton Alderton (4.6%), Loughton Broadway (4.8%), Loughton Fairmead (5.2%), Waltham Abbey Paternoster (5.3%) and Waltham Abbey South West (4.8%). Highlighting these wards in particular should not shadow the fact that all wards have experienced an increase in unemployment over the last year. A higher proportion of Epping Forest District's workforce is within the construction and financial services sectors compared to county, regional and national profiles. It is these sectors amongst others which the district is not so dependent (e.g. manufacturing, retail and distribution) which are most at risk during the current economic downturn. Overall, however, unemployment in the District remains marginally below the county average at 3.4% and a distance below the national average of 4.1%.
- 6.3 Epping Forest District does not currently stand out as a location of major redundancies like other locations in Essex (e.g. Basildon). Of more significance to the district is recognising the high level of out-commuting into London and the impact of redundancies in London on residents of Epping Forest District. In terms of occupations sought by those on JSA within the Epping Forest District, there is a high number seeking administrative opportunities and corporate manager positions. Also high on current records are those seeking sales, skilled construction/building and 'elementary trades, plant and storage related occupations'.
- 6.4 Whilst business start-up as measured by National Indicator 171 (which uses new businesses registering for VAT/PAYE for first time) has been strong in the district as it has in the County as a whole, the LSP has signed up to a target to improve this performance. It is also noted that the district's access to start-up business support services is low. For example, 48 people per 10,000 economically active population accessed Business Link's pre-start support in Epping Forest in the year to March 2009 compared to 208 per 10,000 in Harlow, 91 in Southend and 89 in Braintree. Some local authorities record a lower level of uptake, although it must be recognised that this may reflect that individuals in many other authority areas have access to enterprise agency support in addition to Business Link.
- 6.5 The Epping Forest District remains an excellent performer in terms of NEETS, showing the lowest level of young people not in employment, education or training.
- 6.6 House prices in the District fell by an average of 10.3% for the year to June 09 (compared to an average 11.3% fall for the county) following falls in the previous year. Nonetheless, the average house price in the District is £297,751 (as of June 2009) across all types of dwelling, remains significantly higher than in most other districts in Essex where the average price is £212,776. (based on figures provided by the Land Registry of England and Wales.)

A number of schemes have been introduced by government to mitigate the worst effects of the economic situation in terms of delaying repossession.

The ‘Credit Crunch’ does not appear to have had a major impact in terms of the services provided by District Council Housing, although some of the improvements identified in the table below may be the consequence of enhanced internal procedures/arrangements:

	06/07	07/08	08/09
District Council Housing Rent Arrears as a proportion of Rent Roll	1.69%	1.52%	1.62%
Average number of single homeless households placed in b & b accommodation to whom the District Council owes a duty	17.3	3.7	1.75
No. of households living in temporary accommodation	154.3	62.7	70
Homeless applications processed	249	136	120
No. applicants found to be intentionally homeless	4	5	10
No. applicants to whom housing duty owed	108	80	71
Local authority repossessions caused by rent arrears	2	0	0
Registered social landlord repossessions caused by rent arrears	6	2	1
Notice to quit private rented accommodation	123	149	89

600 properties have been empty for at least one year (as indicated by Council Tax records, at March 2007= 258, October 2006= 187). All have been written to with a questionnaire to complete and return. Responses have been received from 110 – of these, 36 have requested information/visits regarding Grant, PLACE or Finders’ Fee. A significant number said their property was empty because they had been unable to sell it.

6.7 The Team looked to see if there was any identifiable impact from the recession highlighted in additional enrolments at Epping Forest College. Enrolment numbers for full-time 14-19 and adult part-time students were examined over the last 3 years and showed fluctuations but there was no discernable impact as there are many other factors influencing enrolment numbers. Feedback from advice and guidance sessions with adult students has indicated that a number of applicants have changed career direction because of the economic downturn, for example people with beauty qualifications changing to childcare training or graduates who can’t find employment taking up practical vocational options, such as plumbing.

6.8 National Reports indicate there may be a significant impact on health and ancillary services as the recession affects health and wellbeing. However, it is very difficult to quantify that potential impact locally at this stage.

There are established links between high rates of deprivation and poor health, arising from poor health choice behaviour, lack of knowledge, and many other factors including relative cost and low perception of self-worth. With the recent trends in market forces, the United Kingdom has entered a period of recession. Unlike in previous recessions, the ramifications for healthcare may, in many instances, prove to be severe because the economic conditions which triggered the present recession are different.

Recession, by its very nature, affects all members of society. However, it is often the poorest groups of society which are affected most. These groups have little amounts of reserve savings to draw upon in times of need, and often place a high degree of burden on NHS services. Primary care services which may be viewed by the general public as peripheral, e.g. dentistry and optometry, may also be areas of concern for the future. Given that some of these areas involve a cost to the public, it may emerge that individuals delay expenditure, allowing small problems to potentially develop into serious concerns. Whilst some of the effects of the recession are already having an effect in the form of unemployment and reduced incomes, other aspects may take longer to have an impact. At the individual level, as the likelihood of losing one’s job increases, so one is more inclined to suffer work-related stress and be less inclined to

take time off work from sickness. Over an extended period of time, the health of the individual is therefore likely to suffer. At a macroeconomic level, employment may cause a short-term pressure on the NHS through demand for mental health services and other volatile health indicators, such as the health effects of increased alcohol and drug abuse. It follows that the groups of people most likely to be affected are those closest to poverty prior to economic contraction, which in turn means that there is a likely negative impact on health inequalities for the population.

In order to measure the full extent to which the services provided by NHS West Essex may be affected during the present recession, it will be necessary to undertake detailed research at the local level, based on the findings of this report.

- 6.9 Advice services are under increasing strain, particular those around debt, benefits, housing and employment. For instance, the number of cases Epping Forest CAB had had to deal with increased significantly. During the first nine months of 2008, the total number of cases it had dealt with amounted to 2,708 (compared with 2,390 for the whole of 2007). The total number of client enquiries for the first quarter of 2009 amounted to 4,640 of which 1,510 were debt/finance enquiries (compared with 902 and 226 for the equivalent period in 2008). Services, even with increased support from the Government and others such as the District Council, struggle to meet demand, with continued pressure on both the number of volunteers and the premises available in which to house them.
- 6.10 There remains some evidence of a failure by banks to adequately reassure and support local businesses with loans to sustain and grow local activity. According to FSB research amongst its members in Essex (June 2009) this has forced many viable SMEs to downsize or shut, although many are now seeing both overdrafts and term lending returning to a manageable level. It is not only access to finance but the increased cost of finance that has been an issue, although many FSB members consider that costs have now steadied or dropped (FSB State of the Essex Economy Report, July 2009). The County Council's ten point plan to support the community, including the establishment of the 'Banking on Essex scheme' and grant aid for credit unions, has also been very well received. Action taken by the District Council to support and promote services that aid communities and sectors in a recession and keep charges down has been acknowledged as helpful in the current economic climate. The business community has indicated its support through various means, including involvement through the Task and Finish Team.
- 6.11 There is a general perception that the Epping Forest District is not as well funded by government/regional bodies as some other Districts, and determining a better system for accessing external funding to meet the district's key objectives should be a priority.
- 6.12 The overall perception of the Task and Finish Team was that a multitude of agencies (local, regional and national) were providing a wide range of often very costly support to local people and the business community. The exchange of information and coordination had improved markedly over the years and had enabled partners to have a better understanding of how and the extent to which the economic situation had affected the District. However, there was a belief that there was considerable room for the information flows between partners to be even more effectively 'joined up' and coordinated. The LSP sponsored an EERA roadshow, held in Epping, which brought representatives from community, local authorities and private bodies together with national and regional support agencies to determine the range of support, including new schemes, that was available. Many participants, including those working 'professionally in the field' were unaware of the full range of support at a local level, and the complexity of the interplay between various existing and new schemes was often confusing. Better coordination and publicity of available support was highlighted as an issue, as well as the need for the Epping Forest District to get its 'fair share'.

7. IMMEDIATE ACTIONS

Given the information to hand on the current range of help and support available, and learning from good practice elsewhere, the Team was able to identify and support the adoption of a number of measures immediately. These measures were as follows:

7.1 Feature in The Forester Magazine

The Team had been impressed by the article 'Cracking The Credit Crunch' appearing in the South Staffordshire LSP Newsletter, bringing together information and signposting on services provided by the various partner organisations. The article was used as the basis for a similar feature appearing in the Summer 2009 edition of the District Council's Forester magazine. That feature provided an 'easy to read' summary on support available and tips on helping individuals and businesses deal with the recession, including:

- Benefits entitlement
- CAB Services
- General Housekeeping Tips
- Environmental and Energy Efficiencies
- Support for Small Businesses and the Role of the Business Link and the Federation of Small Businesses
- Employment Opportunities and the Role of Job Centre Plus
- Essex Innovation Programmes
- Mortgage and Tenancy Advice

7.2 Appointment of Business Champion

The Epping Forest Chamber of Commerce put forward a recommendation to the District Council that it should appoint a 'Business Champion' for 2009/10 and raised this issue at a Credit Crunch Task and Finish team meeting. The Champion could act as an advocate for local businesses in this difficult economic time and provide a central point of senior contact with the District Council and its partners. In concurring with this recommendation, the Council, at its meeting on 30 June 2009 agreed the appointment of Councillor Chris Whitbread as the Chamber's Business Champion.

7.3 Business Support Open Day – Loughton Cricket Club, 3 July 2009

The Team gave its support to the Business Support Open Day, part of the Howzat Cricket Festival, held at Loughton Cricket Club on 3 July 2009. Led by Business Link this event involved all LSP partners concerned with business and others. It took a market-place format, with a large number of partners holding their own stalls and provided excellent networking opportunities. It has been agreed to hold an additional business event in the autumn in partnership with the FSB and others and with support from the LSP.

7.4 Involvement of Multi-Faith Forum.

The issue of potential additional premises to respond to increased need for advisory and other community organisations such as the CAB was referred to the Multi-Faith Forum for discussion and an assessment of the options available.

7.5 Small Business Engagement Accord

Members of the Task and Finish Team following discussions again raised the opportunity for the District Council to sign up to Small Business Engagement Accord to enhance the potential for better partnership working at this difficult economic time. The Accord is a voluntary code of practice for local authorities in the East of England seeking to encourage more productive dialogue with local businesses. The Accord brings together various aspects of consultation best practice, as well as specific ideas from the Federation of Small Businesses designed to improve the level of participation by businesses in local democracy. The District Council will now become a signatory to the accord.

7.6 EERA Skills and Worklessness Seminar Epping 5 May 2009

The LSP sponsored and supported a workshop provided by the East of England Regional Assembly to identify the full range of support at a national, regional and local level. The aim of the workshop, one of a series throughout the region, was to bring together local representatives from the business, voluntary and community sectors in Essex, together with funding agencies, to raise awareness of the packages of support available to enhance skills and tackle worklessness. The seminar looked at what is being delivered locally and at a regional level, with presentations from EEDA, Jobcentre Plus, Train to Gain and EERA. It also gave local groups the opportunity to make these government agencies aware of their concerns about access to grants and better coordination and publicity.

7.7 Business Start-Up Advice

The Team gave its support to a proposal for Business Link and EFDC to work on a programme of activity to encourage an increased awareness and uptake of business start-up advice by individuals within the district. In summary, this programme will bring together Business Link's business support expertise with EFDC's local knowledge and contacts at minimal cost to increase activity, including one-to-one business start-up surgeries, the hosting of additional 'start your own business' workshop sessions and increased marketing activity.

8 FURTHER ISSUES FOR CONSIDERATION/FOLLOW-UP

Over the four meetings, a wide range of reports and presentations were received and considered. Following analysis of these and diverse discussions, a number of future priorities/key questions/potential options have emerged and are set out below along with recommendations to the Board.

8.1 Funding

How do we ensure that the Epping Forest District gets full access to all the grants that are available to it at a local regional or national level? Are we thought of immediately by those bodies making funding decisions as key people to target/get involved? Are we organised effectively to identify and bid for monies that become available? At the first meeting of the West Essex LSP Forum this issue was raised following its emergence at the Credit Crunch Task and Finish Panel. The desirability/feasibility of recruiting a funding officer that could work on behalf of all three areas is being considered in order to fulfil this role.

Recommendation 1: That partners work with LSPs across West Essex to support and identify opportunities for improved access to external funding and identify and build on examples of good practice.

8.2 Future Jobs Fund

Are we making full use of this scheme as a way of getting young long-term unemployed people back into employment? This scheme allows for grants of £6,500 for 6 month placements of a minimum of 25 hours per week, to be made available to support young long term unemployed people back into work, and can be used to support socially useful initiatives Following discussions at the Task and Finish Panel, members of the Epping Forest LSP have met with colleagues from Harlow and Uttlesford LSP, together with colleagues from the voluntary sector a bid is being prepared for submission to GO East on behalf of West Essex LSPs.

Recommendation 2: That partners engage in and give full support to programmes designed to maximise access to Future Jobs support in the district.

8.3 Signposting/Coordination of Existing Support

Further to the business open day on 3 July and the planned business event on 22 October, do we need to have other events to update/remind local agencies of the support available? Should we all identify and promote one web-based informative portal that directs people to information on the support available, including that from the County and District Councils as well as the advice agencies?

Recommendation 3: That partners, through the Sustainable Communities Theme Group, consider the scope for future events and identify further opportunities for joining up existing support in the district.

8.4 Support to the CAB

Do we need to provide more support to the CAB and similar advice organisations in response to increased waiting lists, with technology or help in finding premises (not necessarily through the District Council)? Should we ascertain what sort of additional support is needed, acknowledging that all agencies are having to tighten their belts?

Recommendation 4: That the impact on advice-giving services such as CAB is kept under review by the Sustainable Communities Theme group and partners commit to look at creative ways of meeting enhanced need if required in the 3rd sector.

8.5 **Volunteering**

Can we use the recession as an opportunity to further increase volunteering, providing those becoming unemployed, now often highly skilled individuals, with a chance to volunteer, thereby giving local charities and community groups access to talented people? This would help ensure that the unemployed remain active without large gaps in their CV's, and so facilitate a quicker return to work.

Recommendation 5: That the Sustainable Communities Theme Group, along with partners in the 3rd sector, look for opportunities to support volunteering capacity in the District.

8.6 **Debt Problems**

Can we help address the growth in debt problems, particularly among traditionally disadvantaged groups, by ensuring access to a reliable savings and loan/Credit Union service which encourages responsible lending and saving? Evidence exists of residents in the Harlow District being charged grossly extortionate interest rates for small loans by commercial money shops. Essex Savers has received a grant of £100k from the County Council to support growing the credit union service in Essex and local churches have just begun to develop a service in the district. Harlowsave, the long established credit union in Harlow is also looking to expand. Evidence suggests that, in other areas, credit unions are making a significant and beneficial impact on communities and individuals suffering the effects of debt.

Recommendation 6: That the LSP Board request that further work be undertaken by the Sustainable Communities Theme Group to examine a business plan for the growth of 'Credit Unions' in the Epping Forest District.

8.7 **District Council Business Champion**

Should the role be expanded to ensure effective engagement with the local business community more broadly?

Recommendation 7: That the role of the Business Champion be kept under review and opportunities for developing the role be investigated by the Sustainable Communities Theme group

8.8 **Economic Development**

In the longer term, do we need to develop a new, enhanced economic development strategy? This would set out clearly how we wish to develop our local economies in the future, sourcing and targetting available grants at an early stage, building effective links with the London and regional economies and providing an opportunity for all local stakeholders to shape and own this vision.

Recommendation 8: That plans are drawn up to agree a new economic development strategy in full consultation with key partners.

8.9 **LSP Sustainable Communities Theme Group**

How do we ensure that the new LSP Sustainable Communities Theme Group continues to build on the effective working relationships established as a consequence of the work of this Task and Finish Team and the former LSP Economic Prosperity Action Group? It is noted that draft terms of reference have been drawn up and that the first meeting of the Theme Group is to be held shortly.

Recommendation 9: That the newly established Sustainable Communities Theme Group continues to work to provide and look to enhance the forum for engagement with key partners identified in this process and identify key strategic objectives to support on-going work in this field.

9 CONCLUSIONS

- 9.1 The Challenging the Credit Crunch Task and Finish Team was established quickly, and with the active support of a range of partners it has sought to give an insight into how the recession is impacting locally, where possible taking immediate action to respond and highlight areas for future work. Partners have indicated that they thought the process was a useful one and the concept of the task and finish approach, of which this was one of the first in Epping Forest District, worked well. The fact that it has worked well has been due in particular to the agencies' willingness to come together, pool resources, expertise and effort and the ongoing support to the team of officers from EFDC.

Appendix

REPORT OF EPPING FOREST LSP TASK AND FINISH TEAM- MEETING THE CHALLENGE OF THE CREDIT CRUNCH

CREDIT UNIONS

1. General:

- 1.1 Credit unions are financial cooperatives, owned and controlled by their members. They offer savings and value loans and are local, considered ethical and to know what their members want. Many credit unions now offer a range of services including a current account, benefits direct, ISAs and Child Trust Funds.
- 1.2 Each credit union has a 'common bond' which determines who can join it. The common bond may be for people living or working in the same area, people working for the same employer or people who belong to the same association, such as a church or trade union.
- 1.3 People can save as much or as little as they like, weekly, monthly or as often as they wish. Credit unions aim to pay a dividend on savings once a year to all their members. This can be as much as 8% of the amount saved, but more typical would be 2-3%.
- 1.4 There a number of stages to be completed when setting up a credit union:
 - Deciding on the 'common bond'
 - Getting a group together with the range of skills and experience to develop a community business
 - Carrying our a 'pledge drive' – finding out what demand there is for a credit union in the area and use the information as part of the business plan projections.
 - Obtaining advice from the Association of British Credit Unions Limited (ABCUL)
 - Discussing the plans with the regulators, the Financial Services Authority.
 - Obtaining funding and sponsorship
 - Choosing officers and employees.
 - Marketing and promotion.

2 Essex Savers

- 2.1 Essex Savers is based in Chelmsford and, as of May 2009, had over 1000 members and had lent £335,000 (850 loans). Before becoming a member, an individual is required to live or work in the county and there is an initial joining fee of £3.
- 2.2 Essex Savers is run by a volunteer management group, elected by the members. After saving regularly for 8 weeks, a member is eligible to apply for a loan of:
 - up to three times their savings
 - or £500 savings
 - up to a maximum of £10,000 plus savings
- 2.3 Pay collection points for Essex have been set up in the Epping Forest District. Essex Savers have started to recruit volunteers with the aim of providing a service in a number of areas within the Epping Forest District, and the County Council has earmarked a grant of £100,000 to support this.

3 Harlow Save

- 3.1 It was noted that Harlow Save evolved from the merging of Harlow Credit Union, Harlow Council Employees Credit Union, Harlow Co-operatives Credit Union and Parndon Churches Credit Union. It is open to anyone living or working in the Harlow District. It is the largest credit union in the East of England with total 'active' Membership at 1,100. in terms of recent activity it had seen membership take-up increase from 4 to 20 individuals per month.
- 3.2 Harlow Save positively promotes saving i.e. to be eligible for a 'Saver Loan', customers have to save for a minimum set period. Harlow Save tries to educate and encourage young savers. On the passing of anticipated legislation, credit unions such Harlow Save will also be able to loan to small businesses.
- 3.3 Harlow save is in willing and able to expand into the Epping Forest District.

Epping Forest Local Strategic Partnership

EPPING FOREST

Local 
Strategic
Partnership

www.eppingforestlsp.org.uk

Report of Task and Finish Team

Improving Communications

24th September 2009

REPORT: TO LSP BOARD
DATE: 24 SEPTEMBER 2009
**SUBJECT: IMPROVING COMMUNICATIONS TASK & FINISH
FINAL REPORT**
AUTHOR: LSP MANAGER



1.0 PURPOSE

1.1 To review the current communications performance of the LSP and make recommendations to raise awareness and open up and improve two-way channels of communication between the partners and stakeholders.

2.0 RECOMMENDATIONS

2.1 That members:

- i) note and endorse this report,
- ii) give guidance or proposals for progressing the joint magazine and Citizens' Panel,
- iii) set targets for press relief production from Theme Groups,
- iv) confirm that all activities/materials produced by Theme Groups or partners using LSP grant aid should effectively carry the LSP logo,
- v) record their thanks to the staff from the PCT, Council and College who supported the Task and Finish team,
- vi) produce an annual report at financial year end to give partners, stakeholders and the public, information on key achievements, future priorities and expenditure.

3.0 BACKGROUND

3.1 The LSP Board members have been concerned at the low level of awareness of the general public and key stakeholders about the work of the LSP and its objectives. This has obvious impacts on accountability and the ability of the partnership to demonstrate that its work was open and transparent, meaningful and important to local people. In addition, this makes effective development of the partnership, and engagement with key sectors, problematic. The partnership concept is now becoming increasingly important to the planning and delivery of local services. As the LSP has recently reorganised its structures to meet this need, it was agreed that this offered a good opportunity to enhance its communications performance. Given that the 'joining-up' of services is a key role of the LSP, the Task and Finish team was asked to look at opportunities for better joint working.

3.2 The LSP was anxious that the team should bring together a small number of key partners working in the communications field and report its recommendations quickly.

A Task and Finish team comprising the LSP Manager and communications staff from the PCT, EFDC and Epping Forest College was established and has met 3 times in order to produce this report.

4.0 OVERVIEW

4.1 The team discussed the profile of the LSP and its current methods of communicating and the following points were agreed:

- i Very little public or key stakeholder awareness of the role, composition or achievements of the LSP. However, better awareness of the role and success of key parts of the LSP e.g. Safer Communities Partnership which both publicises its work and engages with communities very well and delivers practical programmes on the ground.
- ii Little evidence of schemes in other LSP Theme Groups promoting LSP involvement carrying the logo.
- iii Current LSP logo was seen as not visual enough comprising 37 letters and a leaf. The name was felt to be capable of being shortened and better reflecting what the partnership was seeking to achieve allowing more scope for a better logo.
- iv The website, as an increasingly important communications tool, was tired and badly out of date with a very poor hit rate.
- v There was little evidence of joined-up consultation or communication activity between all of the partners. Other LSPs had worked together to provide common vehicles for consultation (Citizens panels) and communication (LSP magazines.) These gave residents a better product/experience and allowed partners to coordinate activity and achieve efficiency savings.
- vi Perception that the LSP didn't engage effectively at a county or regional level, or that the success of the partnership was celebrated effectively in these fora, or these bodies were actively made aware of the challenges the district faced and how it was addressing them. This had clear impacts in terms of securing external grants.

5.0 ACTIVITIES ALREADY UNDERTAKEN/COMPLETED

5.1 The Task and Finish team has attempted to identify problems and suggest improvements to the Board to be made on an on-going basis. This has meant that a number of communications improvements have already been agreed by the Board and a number of operational changes made in discussion with the Chair and Steering Group.

- i A new name and logo has been designed and approved and will be launched with the consultation programme for the SCS.
- ii The current website was updated early in the process and preparations are now at an advanced stage for a refresh allowing potential for more interactive functionality.
- iii 'Partnership Briefing' has been established as a Team briefing system. Published after every Board meeting and sent to all key partners and a widening

mailing list, it identifies the decisions made by the Board and highlights key partner contacts for further information.

- iv Webcasting of Board meetings. This has been agreed and the Board meeting of 9th June was the first to be webcast. This reinforces the message that LSP Board meetings are open public meetings which everyone can attend. The team was unaware of any other LSP that webcast its meetings so at the LSP is leading good practice in this area.
- v Post Board press releases are now produced to encourage wider media coverage of the LSP's role and decisions.
- vi Preparations for an Annual Stakeholder Conference which will be held on 11th December are ongoing. This will give key stakeholders from the statutory, voluntary and business communities opportunities to find out about the role of the LSP and influence its plans contained in the Sustainable Community Strategy.
- vii Introducing the LSP leaflet produced, highlighting what the LSP is about and who is involved in it.
- viii New display boards and banners produced to provide backdrops for community events, workshops, stalls etc. This has been designed on a modular basis to allow other partners to use with their own identity panel.
- ix Identification of a lead communications support officer to help raise the profile of each Theme group and promote the wider 'One Epping Forest' brand.
- x LSP manager has made a number of presentations to county-wide groups and other county LSPs on the developing work in Epping Forest and new plans and programmes. The LSP manager will be presenting/ supporting the Annual Review Awaydays of Uttlesford and Maldon LSPs providing details of the emerging Epping Forest Strategy. A special tour of the district with senior officers from the Audit Commission has been arranged by the LSP for 28th August. This tour, supported by several key partners, will seek to raise awareness of the issues facing the district and work of the partnership.
- xi The West Essex LSP Forum has been established to raise the profile of LSPs in the West Essex corridor and help them to engage and lobby more effectively at a county and regional level.
- xii The consultation and publicity plans for the development of a new Sustainable Community Strategy have been designed to give a major opportunity to raise the LSP brand and profile. High street and supermarket stalls, video projects with young people, articles in the Forester newspaper, survey work on the tube and the stakeholder conference are all being used to highlight the LSP and its work.
- xiii Epping Forest LSP has championed the idea of a District Lead Officers Forum. This brings LSP leads from all the district partnerships in Essex together to discuss best practice and problem solving but also offers an opportunity for One Epping Forest to showcase its work. The first meeting will be held in Uttlesford in September.
- xiv A regular feature is now written by the LSP Chair in Fairs Fair, the magazine produced for the voluntary sector in the district.

6.0 FUTURE PRIORITIES

- 6.1 Much good work is already underway; however, the two major areas that could improve channels of communication between the LSP and its stakeholders are the joint magazine and the Citizens Panel.
- 6.2 While these projects have been approved in principle by the LSP Board, there remain operational issues around how these projects can be taken forward given capacity constraints within the LSP team. It is recommended that the LSP Board provide guidance on how these projects might best be taken forward.
- 6.3 The media remains a very useful, cost effective way of the partnership publicising its work. It is recommended that targets are set for press releases for each of the theme groups and the Board.
- 6.4 Commitment is required from all Theme Groups to brand their outgoing work with the 'One Epping Forest' logo. This is already happening within the Safer Communities Partnership. It is recommended that all publicity material produced by the LSP and its Theme Groups carry the LSP logo with the words 'supporting the work of' or 'part of' to show that these groups work together in a coordinated way under the wider LSP banner. This is particularly important when the LSP has played a key role in securing grant aid e.g. Performance Reward Grant. All projects funded by £450k PRG must carry the 'One Epping Forest' logo on material, vehicles, literature etc.
- 6.5 The Task and Finish team have found working on the team a useful experience in that they were able to exchange information in their general communications activity and keep each other abreast of new local developments. It is suggested that at an operational level, a communications group should be established to provide an informal opportunity to share best practice and explore opportunities for joining-up services. This would also help in generating agreed key messages about the district and the issues it faces and ensure these were reflected in the communications output of all the partners.

7.0 CONCLUSIONS

- 7.1 Prior to the Task and Finish scheme, the communications performance of the LSP in comparison to other areas was patchy. The Board recognised that in order to encourage greater involvement and awareness of its role and programme this would need to be addressed. With the support of the partners, a large number of quick and practical initiatives have been put in place to address this.
- 7.2 There remains, however, some other initiatives e.g. Citizens' Panel and joint magazine that if implemented would move performance on to another level. However, while the steps that have been taken to improve communications are important they only provide a framework for enhancing the awareness and perception of the LSP. Major improvements in both these areas can only be achieved by the LSP 'delivering' real improvements to quality of life and 'delivering' a range of respected interventions and improved activities on the ground.

REPORT TO: EPPING FOREST LSP BOARD
SUBJECT: REVIEW OF LSP ACTIVITY
AUTHOR: LSP MANAGER
DATE: 24 SEPTEMBER 2009



1.0 PURPOSE

- 1.1 To apprise LSP Board Members of the discussions, key actions and decisions of the Steering Group meeting, Chairs actions and latest developments.

2.0 RECOMMENDATIONS

- 2.1 That LSP Board members comment on and endorse the actions and decisions set out in this report and agree to:
- i) Identify a new T&F Team, to replace those reporting, in the area of Shared Services and to explore with partners the opportunity to make this a joint review across West Essex.

3.0 BACKGROUND

- 3.1 The latest steering Group meeting on 27th August discussed a range of issues (minutes attached). Key outcomes and latest activities are set out below
- i) Changes were agreed to the running order of the Board agenda, reducing the time spent on operational discussions relating to Theme groups and allowing more time for general discussion and strategic items. Reports from the Theme groups will now be combined in this report.
 - ii) The Aspire to Perform report was discussed. The outcomes of the review were favourable. A detailed report will be presented to the Board for discussion.
 - iii) Final reports were received from the Credit Crunch and Improving communications Task and Finish Teams which were commended and passed to the Board for discussion and endorsement.
 - iv) It was agreed that new Task and Finish teams should be established. Given concerns about future reductions in public services, it was suggested that opportunities for better joint working/ shared services across West Essex should be explored to protect services and achieve efficiency savings.
 - v) The membership and draft terms of reference for the two new Theme Groups, Healthier Communities and Sustainable Communities were discussed and passed to the Board for final confirmation (see attached.)
 - vi) An initial meeting of West Essex LSP Chairs including lead officers from Harlow, Uttlesford and Epping Forest has been held to discuss areas of potential cooperation and better joint working. It has been agreed to meet quarterly and develop closer working relations where possible and desirable. Initial draft terms of reference for West Essex strategic partnership are being drawn up. This would not replace existing local partnerships but complement their activities.

- vii) Plans for submitting a Future Jobs Fund bid from partners across West Essex are at an advanced stage being led by West Essex Strategic Partnership. Over 60 job opportunities have been identified, amounting to 120+ placements and generating in excess of £700k in jobs funding in West Essex. The first bid will be submitted to government by the end of September.
- viii) Steps to re-establish the Waltham Abbey Young Peoples Information Centre (WAYPIC) were endorsed.
- ix) Following a successful visit from the Audit Commission to see the District and its partnership activity, it was agreed that a similar event should be organized for the Locality team at Go East.
- x) The large number of LAA Performance Indicators the Partnership will have regard to has been reduced from 63 to 25 (see appendix on attached Steering Group minutes.) This enables a more focused overview while awaiting the agreement of the new Sustainable Community Strategy (SCS). Since that time the Essex Strategy has also reduced its key outcomes from 65 to 45.
- xi) The next Board Awayday has been agreed for February and a draft programme adopted.
- xii) It has been agreed to provide support to a 'Beat the Recession - Boost Sales' seminar on 22nd October at Theydon Bois Village Hall which was recommended by the Credit Crunch T&F.
- xiii) The Sustainable Community Strategy Task and Finish Team has confirmed its consultation plan for engaging key local groups and stakeholders. This includes a stakeholder conference on 11th December.
- xiv) Latest reports from the safer communities Theme group show overall crime down 4% but burglary rising significantly (see attached monitoring report.) A 'Face the Public' event is planned for November.
- xv) The review of Children's Trusts (CYPSPs) is nearing completion and a presentation has been requested for the Board to examine in particular how the new arrangements will work in practice in Epping Forest.

4.0 CONCLUSION

- 4.1 Since the last meeting of the Board, the new structure has become fully operational as the Sustainable Communities and Healthier communities Theme groups have been established and met. Two Task and finish Teams have been established, met and reported within the last six months. A new West Essex dimension to partnership working is being actively investigated and plans are at an advanced stage for a bid of £700k for employment support by LSPs. The new Logo and identity will be implemented as part of the SCS consultation.

**EPPING FOREST LOCAL STRATEGIC PARTNERSHIP
STEERING GROUP MEETING**



Date: 27th August 2009

Time: 14.00 - 16.00

MINUTES

Present

Cllr. Di Collins (DC)	Chair - LSP Board
Catherine O'Connell (CO'C)	Vice Chair - LSP Board
John Gilbert (JG)	Chair - Safer Communities Partnership
Cllr Ann Grigg (AG)	Chair - Sustainable Communities Theme Group
John Houston (JH)	LSP Manager (Chair Comms Task and Finish Team)
Derek Macnab (DM)	Chair - Sustainable Communities T & F Team
John Preston (JP)	Chair - Credit Crunch T & F
Caroline Skinner (CS)	Chair – CYPSP Theme Group

Joe Reay (JR) EERA

Notes

David Wright (DW) (LSP Administrator)

Apologies

None

1. Welcome and apologies

The Chair welcomed everyone to the meeting. There were no apologies.

2. Outcomes of the Last Board Meeting, Matters Arising

The minutes of the last Steering group meeting (28/5) were accepted without amendment.

The LSP Manager updated the Steering Group on progress on key actions still open from Board and Steering Group meetings. It was **agreed** that actions BO-02/26-04 (establish HC TG) and BO-02/26-05 (establish SC TG) could be closed. Reported that there had been some progress on BO-09/06 -03 (young people feedback) and BO-09/06 -05 (volunteer breastfeeding programme) and that a full update would be provided in time for the next Board meeting. For action BO-09/06 -11 (Purchase Mosaic), it was reported that a bid had been submitted and was awaiting confirmation. **The LSP manager requested that members with outstanding actions send updates prior to the next Board meeting.**

3. Aspire to Perform draft report

JR spoke to the Aspire2Perform assessment paper, which had been circulated prior to the meeting, highlighting some of the key findings.

- Members of the LSP are generally very positive about local arrangements and the potential for developing the partnership.
- EF LSP had the 'necessary mix' to progress given its current situation i.e. a new LSP manager, a new structure, a revision of the SCS together with energetic, enthusiastic and committed partners

- The newly adopted structure is correct. The T&F teams already giving concrete examples of successful working
- The contracting of the SCS work to VAEF was viewed as a positive example of inclusion of the third sector.
- The focus on deprived areas (which could easily be hidden) is seen as the best way to operate.
- Public awareness is important to the LSP's accountability and the work of the Improving Communications T&F team shows that this has been recognised.
- Public involvement at meetings should be encouraged as this improves inclusivity.
- It is noted that steps have been taken to widen Board membership and this was endorsed.
- The LSP is not as strategic as it could be. The Board should concentrate on strategy and leave management to the Steering Group and duplication of membership between the Board and Steering group should be avoided.
- Preparation for a financial future that is likely to involve large public sector budget cuts should involve pooled budgets and coordinated resources to maximize commissioning value. EF LSP seems well-placed to harness this.
- Performance Management requires an efficient and effective reporting mechanism. A data observatory would be invaluable for this. Although a county-wide observatory would be best, a local one can still be made to work.
- A West Essex partnership is seen as an important step in improving EF LSP's strategic remit and enhancing coordination.
- It is important that the SCS reflects the outcome of consultation and is not drawn up to fit preconceived plans.

In the Q&A session that followed, DM asked what the view was of the two-tier LSP arrangement in Essex which often caused problems in other areas. JR replied that it wasn't something that was covered in the report because they would be unable to influence it. However, he thought that EF LSP should retain a positive view because of Essex Partnership's approach to funding of the lower tier.

DM asked whether JR envisaged West Essex as a single LSP or collaborative working of the 3 existing LSPs. JR said that he thought both would work but that, in any case, it should start with inter-working before considering moving towards being a single LSP. CO'C agreed that sharing of resources was good but there were concerns that a WE LSP would be Harlow-centric. CS suggested a way forward might be to have a WE Board although DC thought that it might be too early for that step although it was something to think about. JP asked how a WE LSP might be viewed by neighbouring LSPs? JR said that they only example he knew of was West Suffolk and that he wasn't aware of any issues it caused with surrounding authorities. DC pointed out that the early meeting of EF, Harlow and Uttlesford around the Future Jobs Fund was very positive with good feedback. JH agreed and stated that WE collaboration would give all three LSPs greater capacity e.g. a single funding officer. We should be looking at collaboration to address those issues that are more relevant to WE or that will improve our ability to secure funding e.g. the Future Jobs Fund. JH stated that in the future the best performing LSPs would be those providing joined-up shared services that brought about savings to meet reductions in public spending. He suggested that the proposed Shared services T&F should look at joining up with Uttlesford and Harlow. This was thought a useful idea and should be **put to the next Board meeting which would select replacement Task and Finish Panels.** **Action 01 JH**

CO'C asked for more detail on strategic Board and Steering Group management roles. JG said that the SCP already operated this model very effectively with a Strategy Panel and CoGs. The good points of this model were that it did ensure a strategic overview and that it got more people involved. However, the downside was that all partners needed to put forward more middle managers to support the structure. JR said that the Steering Group would receive reports from subgroups and only report exceptions to the Board. DM suggested that we have the wrong Theme Group chairs to meet that

model. JH suggested that we are still learning and growing the structure and that the Board away day would provide an opportunity to reappraise the structure. The vice-chair and chair thanked JR for the very useful and positive report.

4. Draft Board Agenda

The consensus was that there were too many substantial items on the last Board agenda to allow effective and detailed discussion. CO'C suggested that it is unnecessary to go through all the Theme Group reports. They could be sent out for members to read beforehand and simply noted at the meeting. Theme Groups could provide update reports on a single side of A4 with only exceptions being discussed at the Board meeting. DC suggested that each meeting could focus on one TG. The LSP admin team could **provide a TG reporting template**. JG said that if we took this approach with a series of reports simply being noted then we need to **make the webcast viewer aware**. **Actions 02 03 DW**

DM proposed that any presentations should not be for information only but should be geared towards some action.

A draft Board agenda was circulated prior to the meeting. It was decided that the NI35 and CAA items would be postponed to a later meeting. The operational items changed to reflect the above discussion leaving the main items to be discussed as the A2P report, Credit Crunch T&F final report, Improving Communications final report and the new T&F assignments.

DM suggested that, for the Shared services T&F, a short presentation be given on the possible remit (which could include West Essex collaboration) for approval by the Board. JH said that if it does cover sharing services with Harlow and Uttlesford then it should not be chaired by someone from the district council. JP pointed out that decision-making on pooled budgets cannot be left until December as it will be too late in the financial year. JH agreed but said that there were some instances of pooling already being considered e.g. citizens panel, joint magazine and Future jobs fund.

DC suggested that **Liz Hand might also do a presentation on the Future Jobs Fund**. This was **agreed**. **Action 04 JH**

5. LSP Theme Groups and Task and Finish Updates

Safer Communities Partnership

JG stated that the next SCP Strategy Panel meeting will be on 21/9 and will cover governance documentation and expanding membership. DC suggested that they also consider a magistrate to become part of the partnership. An SCP Performance Monitoring report was tabled (to be distributed with these minutes) highlighting the latest statistics on crime and disorder. While the year on year 'all crime' figure was down 4%, it was a concern as it was over target. The NI comparison table shows all Essex districts are above their year-on-year target for 'all crimes' and the implication was that this was an impact of the recession. Also of concern was the 'Serious Acquisitive Crime' figure: while only down 1%, it is an issue because it covers a range of crimes including domestic burglary which was significantly up. AG asked if the increase in domestic burglary was due to the recession. JG replied that it, almost certainly, was.

Notable highlights include the Crucial Crew event at Gilwell Park, Chingford which was visited by over 1,300 pupils between 8th and 19th June. JG thanked all the partners for making this a successful event. The recreation grounds at Stonards Hill and Lower swains have been given Designated Public Place Orders to deal with alcohol related problems. And EFDC has attained accreditation status under Essex Police's Community Safety Accreditation Scheme.

There is to be a 'Face the Public' session in November that will enable the SCP to demonstrate that the Strategic Assessment is doing what people are asking them to do. It was suggested and agreed that this event also reflects the consultation around the SCS and makes links to both.

Sustainable Communities

AG tabled the minutes of a Scoping meeting for the SC Theme Group and draft Terms of Reference (these will be distributed with the minutes). The meeting came up with a proposal for an initial work plan covering the current PRG funded projects, drafting of sections of the SCS and key recommendations from the Credit crunch T&F final report. It also came up with an initial long list of potential projects under the headings of the old action groups i.e. transport, housing, economic development and green and unique. AG said that in discussions following the scoping meeting it was agreed that Adult Education and Further Education would come within the remit of the SCT Group (it was considered that 0-19 years of age would be within the remit of CYPSP.) CO'C suggested that the long list of potential projects needed to be prioritised. A proposed membership was put forward to be confirmed by the Board along with the TOR. JG asked whether they had considered the Town Partnership's chair for membership. The consensus was, however, that the membership was already large and that it might be more appropriate for him to lead a T&F team. JP suggested that the TORs of the Theme Groups need to be consistent. CO'C suggested that there ought to be core references with specific adaptations appropriate to each TG. JH agreed to **put together a core set of TORs** to be discussed at the Board Awayday but the new Theme Group's TORs should be aligned better. The Sustainable Communities Theme group is expected to meet before the next Board Meeting.

Action 05 JH

Healthier Communities

CO'C spoke to the minutes of the Healthier Communities Theme Group scoping meeting (24/7) minutes. These were distributed prior to meeting along with draft terms of reference. CO'C explained that feedback was sought from the Steering group on the appropriateness of the objectives in the TOR. She explained that the objectives would map to the revised SCS and, while they were not pre-empting the SCS, the analysis work already done suggested that these were the right objectives. Alison Cowie is working on rewording the life expectancy objective. The remit section of the TOR, CO'C stated, was an attempt to balance delivery and having a strategic input to the other Theme Groups. The HC TG is expected to meet before the next Board meeting.

Children and Young People

CS reported that the decision regarding the Children's Trust future configuration is expected in October. The debate is revolving around the choice between 11 boards or 4/5 boards. It is recognised that the key implications for the former arrangement are regarding the cost of resourcing and risks to an overall strategic view. If the agreed arrangement is 4-5 Boards, it must be ensured that there is proportionate resource allocation, locality views are heard and the key commissioning partners for Children and Young People continue to exercise their commissioning and accountability roles. The Children and Young People's Joint Strategic Needs Assessment has been completed and will be useful for identifying needs and gaps in children's services and informing commissioning plans. CS said that for the next SG meeting she will be in a position to report on projects to which residue LPF and PRG funds had been allocated.

Positive feedback has been received regarding the Volunteer Breast Feeding Support jointly commissioned between Epping Forest CYPSP and NHS West Essex.

Credit Crunch T&F

JP started by informing the meeting that the support the T&F team has had had been important, timely and positive. He singled out John James from the Chamber of

Commerce as being very helpful and illustrated this with his eliciting 120 responses to a business survey within 3 days of being asked. Speaking of the economic situation, JP stated that it was a complex picture and it was difficult to know whether we were on the downward slope or at the bottom although for some issues we were almost certainly still on the downward slope. The Audit Commission had produced a report highlighting areas such as crime and health where there was a lag before the effects of the recession were manifest. CO'C agreed to **look for evidence of health effects.**

Action 06

CO'C

JP spoke to the draft Final Report of the T&F team which had been distributed prior to the meeting. He pointed out that this was a discussion document that may grow slightly before it was tabled for review and endorsement at the next Board meeting. Two particular areas where future action was required were Credit Unions and business start-ups where more work needs to be done. The Steering group agreed that the report was a very useful and informative piece of work.

Sustainable Community Strategy T&F

DM highlighted the key issues laid out in the SCS consultation plan which was distributed prior to the meeting. The plan is split into three phases, pre-consultation, main consultation and collation of consultation data to take place over July to September, September to December and December to February respectively. As well as the public consultations, the plan includes a stakeholder conference on December 11th and a mini Board Awayday in February with the aim of producing a draft SCS with prioritised objectives for presentation to the Board in March. DM explained that the structure of the SCS would align with the four Theme groups and would give a long term vision for the district but there would also be a rolling short term action plan.

Also distributed prior to the meeting were the Stakeholder conference plan and agenda which DM went through. DC suggested that the conference be cut to half a day with only one workshop and one plenary session. This was **agreed**. JH asked for **suggestions for a keynote speaker** with any suggestions put forward by Monday 7th September.

Action 07 All

Improving Communications T&F

JH reported on highlights from the draft Final Report of the Communications Task and Finish team which was distributed prior to the meeting. The report highlighted all the work that had already been undertaken to improve things ranging from the new logo to webcasting. The design and costs for the new website were **approved** and for the introductory leaflet. The re-branding launch would also be a resolution point for partners to be more diligent in using the new LSP logo. The report includes a number of recommendations but one of the key ones was that members give guidance on progressing the citizens panel and joint magazine. This would again be addressed when resources permitted. John thanked the PCT, EFDC and Epping Forest College for their support in making the Team a success.

6. Waltham Abbey Young Peoples Information Centre (WAYPIC)

CO'C gave a brief history of WAYPIC. For complex reasons around costs and commitments, the original project had closed. There is still a great deal of enthusiasm for the project and the original group wants to reinstate it. There is funding available for new premises in Sun Street. There is a potential opportunity for funding from the Harlow Health Centre Trust (HHC) but they are keen (despite the trust's name) for the project to have a wider remit than Harlow. VAEF are interested in being having a role in the project. CO'C said that the PCT are willing to act as broker for the project in order to try and get things moving. JP suggested that **CO'C should also contact Clive Snell** at Lloyds who had previously been looking to fund a community project. The PCT will **put forward a proposal with costs to take to HHC.** **Actions 08 09 CO'C**

7. Performance Management Update

DW gave a brief account of how the original list of Performance Indicators had been reduced to a more manageable 24 as per action SG-28/05-07. It was stated that this reduced list would be extant until a new list was produced to match the objectives of the revised SCS in March 2010. The reduced list was **approved** for monitoring purposes (see Appendix 1).

8. Board Awayday

It was agreed that a mini away day should take place in February. In brief, the agenda would be to review the SCS, to review the working of the LSP structure and to discuss the Audit Commissions paper on Partnership working. JH reported that EERA may be able to provide a facilitator for free. The draft programme was agreed as was an **approach to EERA for support.** **Action 10 JH**

9. LSP Manager's report Updates

JH brought everyone's attention to the Community Initiatives Fund details of which had been circulated before the meeting. Steering group Members were already aware. The itinerary for the Audit Commission visit was tabled at the meeting and endorsed. It was suggested and agreed that a similar **tour be arranged for the Locality Team** from the Government Office to help them get a better understanding of the district and the challenges it faces. **Actions 11 JH**

A brief synopsis of the last Future Jobs Fund meeting was given in that a multi-agency bid is being made on a West Essex basis and that 50 jobs had been identified including two research posts with the LSP.

10. Open Forum/AOB

There was no other business.

11. Future Meetings

Thursday 26th November	2pm - 4pm
Thursday 25 th February	2pm - 4pm
Thursday 27 th May	2pm - 4pm

Appendix 1

Reduced list of Performance Indicators that Epping forest LSP will have 'regard-to' until the revised Sustainable Community Strategy is agreed.

Performance Indicator	Description
NI 115	Substance misuse by young people
NI 87	Secondary school persistent absence rate
NI 141	Percentage of vulnerable people achieving independent living
LI 5.1	Access to services
NI 51	Effectiveness of child and adolescent mental health (CAMHs) services
NI 6	Participation in regular volunteering
LI NI 57	Children and young people's participation in high-quality PE and sport (applies to 5-19 year olds, with 5-16 year olds to be offered 5 hours per week and 16-19 year olds 3 hours per week)
NI 18	Adult re-offending rates for those under probation supervision
NI 72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy
NI 73	Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold)
NI 74	Achievement at level 5 or above in both English and Maths at Key Stage 3
NI 75	Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold)
NI 92	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest
NI 93	Progression by 2 levels in English between Key Stage 1 and Key Stage 2
NI 94	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2
NI 47	People killed or seriously injured in road traffic accidents
NI 20	Assaults with injury crime rate
LI 7.1	Repeat incidents of domestic violence
LI 7.2	Feeling safe
NI 111	First time entrants to the Youth Justice System aged 10-17
NI 11	Engagement in the arts
NI 195	Improved street and environmental cleanliness (levels of litter and detritus)
NI 17	Perceptions of anti-social behaviour
NI 112	Under 18 conception rate
NI 123	Stopping smoking

This page is intentionally left blank

**Epping Forest Local Strategic Partnership
Health and Wellbeing theme Group
Draft Terms of Reference**



Purpose of the group

The Health and Wellbeing theme Group will act as a strategic partnership for the commissioning of health improvement and wellbeing for the population of Epping Forest, ensuring that resources are focused on those that have the greatest health need. It will advise statutory partners, ensuring services deliver agreed outcomes in health and wellbeing as set out in the Sustainable Communities Strategy.

Objectives

The Core Objectives of the group will be to: *(these need to be agreed- I have added a couple not talked about!)*

1. Reduce the gap in life expectancy ...
2. Halt the rise in and then reduce childhood obesity
3. Provide opportunities to engage in a healthy active lifestyle, be informed about health risks and supported to make good health choices.
4. Improve access to services for marginalised groups
5. Improve health knowledge and information sharing between services and local communities
6. Involve local people in developing and implementing health interventions

Remit

The group will:

1. Oversee improvement in the health and wellbeing of those who live and work in Epping Forest with particular emphasis on those wards within Epping Forest that have the poorest health outcomes.
2. Working with health and social care agencies, develop agreed clear outcomes and appropriate metrics to measure continuous progress toward agreed health and wellbeing objectives.
3. Monitor the performance of statutory bodies and their progress towards agreed objectives and LAA targets, regularly reporting to the LSP Board.
4. Identify those interventions that can best be delivered through working in partnership across both statutory and non-statutory bodies.

5. Develop close links with the community, ensuring consultation at an early stage with appropriate groups and individuals on all priorities and initiatives.
6. Take a strategic overview of other theme groups and statutory groups within the district such as the Children and Young Peoples Strategic Partnership, (add in others) to ensure that strategic planning of services and infrastructure takes proper account of health objectives.
7. Oversee and monitor LAA health and wellbeing targets that Epping Forest LSP have 'given regard' to.
8. Develop a work programme and monitoring and review process. This will include quarterly reports to the LSP Board and an annual report that will be available to the public on the LSP web site.
9. Meetings will be ? monthly, ?open to the public, minutes etc.

Membership

- Chair (PCT Director of Strategy as interim, then Deputy Director of Public health)
- Housing
- Education (CYPSP)
- Voluntary sector
- County – elected member? LSP person?
- District – Leisure and Wellbeing portfolio holder.

Epping Forest Local Strategic Partnership

Sustainable Communities Theme Group

TERMS OF REFERENCE

(DRAFT)

Overall Aims of the Group

The overall aim of the Epping Forest Local Strategic Partnership is to promote the economic, social and environmental well-being of the Epping Forest District. The partners, on the sustainable communities theme group working together, will aim:

- (1) To encourage the Epping Forest District to be a place where people want to live, work, study and do business, now and in the future.
- (2) To encourage Epping Forest's community to:
 - meet the diverse needs of existing and future residents
 - be sensitive to the environment
 - contribute to a high quality of life
 - be inclusive, well-planned, built and run
 - offer equality of opportunity and good services for all
- (3) To draft and implement relevant sections of a Sustainable Communities Strategy.

Specific Terms of Reference

- (1) To ensure a strategic approach to the development and provision of the District's public services, housing, transport, economy, environment and infrastructure.
- (2) To co-ordinate partnerships and developments with neighbouring local authorities and public service providers.
- (3) To contribute to the Local Development Framework Cabinet Committee, paying particular attention to matters relating to the Core Strategy.
- (4) To ensure that the planned expansion of Harlow into the Epping Forest District is properly planned, co-ordinated and delivered in a sustainable way.
- (5) To undertake projects to contribute towards ensuring that the Epping Forest District has:
 - (a) Safe, decent and attractive housing that meets the needs of those who want to live in the District;
 - (b) Effective and accessible public and private transport networks and facilities for both residents and visitors;
 - (c) Thriving, prosperous and sustainable local economies in its towns, villages and countryside; and
 - (d) A unique, green and sustainable environment that also contributes towards minimising climate change.
- (7) To establish Task and Finish Groups to undertake specific projects on behalf of the Theme Group, and to ensure effective communication and reporting lines between the Theme Group and the task and Finish Group.
- (8) To keep the main LSP Board informed of progress and key developments.

- (9) Monitor relevant Performance Reward Grant expenditure.
- (10) To share information and data and to commission additional research as may be relevant.

Continued...

Membership

- Cllr. Anne Grigg Chairman
- Cllr. Mary Sartin Vice Chair (TBC)
- Alan Hall EFDC
- John Preston EFDC
- Paul Thomson City of London Corp
- David Anstey/Stephen Wilkinson Lea Valley Regional Park
- Nick Roberts ECC
- Rep from Lifelong Learning Action Group
- Keith Brown FSB
- Keith Hughes Business Link
- John James Chamber of Commerce
- Jim Nolan EFDC
- Vicki Willis EFDC
- Paul Hewitt EFDC

Meetings

To be held as required but at least every three months.

Chair

The Chair of the Theme Group shall be appointed by the main LSP Board for a two-year term of office.

Vice Chair

The Vice Chair of the Theme Group shall be appointed by the members of the Theme Group for a two-year term of office, if necessary through a simple majority vote of members attending the meeting at which the Vice Chair is to be appointed.

General Overview: Performance Monitoring

All crime

Category	LAA ²	Target	Actual (1 Aug 08 -31 Jul 09)	Previous Year Actual (1 Aug 07 - 31 Jul 08)	Percentage Reduction
All Crime		7700	8026	8353	-4%

Areas performing well in Epping Forest

Category	LAA ²	Target	Actual	Previous Year Actual	Percentage Reduction
Assault with less Injury	NI 20	568	483	554	-13%
Criminal Damage		N/A	1123	1216	- 8%
Wounding (serious & Other)		N/A	535	582	- 8%
Theft / Unauthorised Taking of Vehicle		N/A	408	552	- 26%
Police Recorded ASB			4726 May 08 – June 09	5659 May 07 – June 08	-16%
Young victims of crime		502	522 May 08 – June 09	626 May 07 – June 08	-17%

Areas of concern

Category	LAA ²	Target	Actual	Previous Year Actual	Percentage change
Theft from Vehicle		N/A	935	939	- 0%
Robbery Personal Property		N/A	118	114	+ 4%
Serious Acquisitive Crime	NI 16	2282	2398	2418	- 1%
Domestic Burglary Month			62 (July 09)	47 (July 08)	+ 32%
Domestic Burglary * Quarter			237 (1 May 09 – 31 Jul 09)	178 (1 May 08 – 31 Jul 08)	+ 33%
Domestic Burglary Annual			922 (1 Aug 08 – 31 Jul 09)	794 (1 Aug 07 – 31 Jul 08)	+ 16%
Most Serious Violence	NI 15	57	56	N/A	
Robbery		N/A	118	114	+4%

NOTE: The apparent anomaly of serious acquisitive crime (SAC) at minus 1% appearing in the “Areas of concern” table relates to the make up of SAC. SAC includes crimes found in the Areas of concern table but is negative due to the effects of applying % increases/decreases to very differing scales of numbers of offences.

New Performance Indicators

NI 32 Repeat Incidents of Domestic Violence

Rate of repeat victimisation for those domestic violence cases reviewed by a MARAC. (Multi Agency Risk Assessment Conference)

It has been agreed that the Domestic Abuse indicator for the LAA will be amended to reflect the National Indicator (NI32) rather than our existing local indicator for repeat incidents, although both will continue to be monitored.

Data to be provided by Essex Police

Statutory Responsibilities

Document / Event	Date	Comments
Executive Summary		A public document, available at the end of September
Face the Public Session	November 09	Event is currently being planned for November hopefully in Waltham Abbey. EFDC Community Development have agreed to take the lead in the organisation of this event

Highlights

Events	<p>Crucial Crew Over 1,300 pupils visited Gilwell Park in Chingford from Monday 8 June to Friday 19 June 2009 to take part in the annual Crucial Crew event This year children each received a copy of our new personal safety workbook with further information and advice on dealing with dangerous situations and how to make positive choices regarding behaviour. The publication complements the Crucial Crew experience and will act as both a classroom and family resource.</p> <p>For the first time this year we also managed to reach 18 home schooled children across the District who attended the experience.</p> <p>We also introduced an interactive audience response survey using Turning Point which allowed instant feedback on pupils understanding of the safety messages – summary of results attached as appendix A.</p> <p>DPPO A Designated Public Place Order (DPPO) covering the Stonards Hill and Lower Swaines recreation grounds in Epping started on Thursday 20 August 2009 to help deal with problems of alcohol related anti-social behaviour.</p>
---------------	---

	<p>The DPPO does not make it an offence to consume alcohol within a designated area but it does make it an offence for anyone to drink alcohol after being asked by a Police Officer not to do so. It also provides powers for the Police to confiscate and dispose of alcohol in any person's possession and arrest them if they fail, without reasonable excuse, to comply with the Officer's request.</p> <p>A DPPO may be enforced by a police officer, a police community support officer (PCSO) or an accredited person. If they suspect a person has recently drunk alcohol or intends to drink alcohol in a DPPO, in order to prevent public nuisance and disorder, police can require a person to stop drinking alcohol (or anything believed to be alcohol), hand over the containers they are drinking from (sealed or unsealed) or hand over any other containers believed to contain alcohol.</p>
	<p>Council gains Accreditation Status</p> <p>Epping Forest District Council has successfully attained Accreditation Status under Essex Police's Community Safety Accreditation Scheme. This Scheme is a national initiative launched in 2002 allowing organisations and their employees to be afforded police support in exercising their existing powers to deal with incidents such as anti-social behaviour, disorder and nuisance.</p> <p>'Accredited Persons' can also act as the 'eyes and ears' of the police helping to improve quality of life issues that may occur in the local community. They can request names and addresses of any persons acting in an anti-social manner. It is an offence to fail or refuse to comply. It is also an offence to assault or obstruct an Accredited Person or person assisting them.</p>

Dates to Note

19th – 23rd October	Know Your Limits Events
November	Reality Roadshow – Debden Park School
October / November	Halloween / Fireworks Diversionary Activities
November	National Domestic Violence Week



Appendix A Crucial Crew Interactive Audience Survey 2009



AN INITIATIVE OF THE EPPING FOREST DISTRICT SAFER COMMUNITIES PARTNERSHIP

Detailed survey results are contained in the survey spreadsheet. A general overview of the results however shows that most children demonstrated an understanding of the Crucial Crew Event messages and answered the survey questions correctly with the following variations:

No	Question	Correct Answer	Correct Answer Range %
1	On hearing a fire / smoke alarm...	Stay Out	84:95
2	Smoke Alarm Testing	Once a Week	80:94
3	Who: Can Stop You from Using Drugs?	You	75:97
4	Drunk Alcohol without Parental knowledge?	Yes	13:61
		No	39:87
5	Buying Alcohol for under 18s: Illegal?	Yes	67:86
6	Action over Bullying on School Bus	Tell Bus Staff / School / Parents	65:90
7	What is Bullying?	All of the Above	75:92
8	Riding a bicycle? Do not use...	MP3 player	59:93
9	No Litter Bin Available? What Action?	Take home to bin, recycle, reuse	59:90
10	Safest Place to Swim?	A Swimming Pool	53:95

Points of Interest:

- Survey questions used on 16 June omitted the Drugsline question no. 3
- The Interactive End of Session survey was not used in every session due to lack of time
- During the event a number of handsets went offline and were unable to record answers due to inappropriate user interference
- A number of (deliberately?) incorrect answers may have been made by some children for various reasons
- Staples Road Junior School pupils provided the lowest correct scores on questions 3; 5; 9; 10



Appendix A Crucial Crew Interactive Audience Survey 2009



AN INITIATIVE OF THE EPPING FOREST DISTRICT SAFER COMMUNITIES PARTNERSHIP

Schools that took part in the Interactive Audience Survey included:

No	Interactive Audience Survey Participating Schools
1.	Alderton Junior School
2.	Buckhurst Hill Community School
3.	Chigwell County Primary School
4.	Chigwell School
5.	Coopersale & Theydon Garnon CE School
6.	Coopersale Hall School
7.	Daiglen School
8.	Epping Primary School
9.	Epping Upland CE Primary School
10.	Hereward Primary School
11.	High Beech CE Primary School
12.	Hillhouse Primary School
13.	Home Education Group
14.	Ivy Chimneys Primary School
15.	Lambourne Primary School
16.	Leverton Junior School
17.	Limes Farm Junior School
18.	Loyola Preparatory School
19.	Nazeing Primary School
20.	Oaklands School
21.	Roydon Primary School
22.	St John Fisher Catholic Primary School
23.	St John's CE Primary Buckhurst Hill
24.	Stapleford Abbots Primary School
25.	Staples Road Junior School
26.	Theydon Bois Primary School
27.	Thomas Willingale Primary School
28.	Upshire Primary School
29.	Waltham Holy Cross Primary School
30.	Wells Park School
31.	Whitebridge Junior School

This page is intentionally left blank

National Indicator Comparison Epping June 2009

These assessments should be taken in local context and be viewed only as an indication, specifically as due to the nature of the assessments being made on a %index from target, in some cases, those areas with lower incident numbers will therefore have smaller ranges which can result in higher potential to be assessed as Red or Amber than areas with larger numbers of incidents.

National indicators Partnership assessment. Green = Equal or below target; Amber = up to 10% above target; Red = 10%+ above target.

(Repeat incidents of DV will be added at later date.)

All crime		
	Latest 12 months rolling	09/10 target
Essex	84677	81390
Basildon	13608	13388
Braintree	7176	6839
Brentwood	4228	4019
Castlepoint	4600	4385
Chelmsford	9261	8892
Colchester	11553	11043
Epping Forest	8066	7700
Harlow	8410	8155
Maldon	2432	2319
Rochford	2739	2662
Tendring	8851	8299
Uttlesford	3753	2405

Assault with less serious injury(NI20)		
	Latest 12 months rolling	09/10 target
Essex	6722	7386
Basildon	1045	1115
Braintree	572	591
Brentwood	269	353
Castlepoint	352	352
Chelmsford	852	874
Colchester	1090	1268
Epping Forest	497	568
Harlow	565	647
Maldon	210	252
Rochford	222	239
Tendring	902	912
Uttlesford	146	215

Serious Acquisitive Crime (NI16)		
	Latest 12 months rolling	09/10 target
Essex	15535	15079
Basildon	2865	2983
Braintree	1002	953
Brentwood	825	827
Castlepoint	1009	968
Chelmsford	1239	1245
Colchester	1726	1625
Epping Forest	2391	2282
Harlow	1596	1505
Maldon	406	369
Rochford	603	528
Tendring	1432	1327
Uttlesford	441	444

Most Serious Violence (NI15)		
	Latest 12 months rolling	09/10 target
Essex	589	549
Basildon	104	103
Braintree	50	39
Brentwood	22	22
Castlepoint	24	26
Chelmsford	70	62
Colchester	103	86
Epping Forest	58	57
Harlow	54	49
Maldon	10	11
Rochford	13	13
Tendring	65	67
Uttlesford	16	13

This page is intentionally left blank

Project Brief Outline

Performance Review Grant Funding – Children and Young People realising their potential in education - Priority 4

National Indicator 72 Educational Attainment – Early Years

Introduction

- Epping Forest CYPSP has received confirmation that a recent bid for PRG funding has been awarded. An initial request of £50,000 was however reduced and a sum of £42,250 was awarded for April 2009 to March 2011.

Aim/Vision

- To employ a parenting programme officer from April 2009 to deliver parenting programmes (ongoing courses and one-off topic focused sessions) to parents with children under the age of 5 through children's centres and early years settings in partnership with trained parenting trainers. The project will further enhance early intervention in increasing a child's realisation of their potential at school

Outcomes

- The programmes will focus on helping parents to support their children's learning, development of their self esteem and confidence and good relationship building between parents and children; thus helping improve the early years foundation stage outcomes, improving young children's emotional wellbeing and social skills and confidence and ensuring they establish good attendance patterns on commencing school.

Objectives, Outputs & Targets:

- To reach 100 different parents over a 12 month period in partnership with PCT HV's, CYPSP Parenting Co-ordinator and Children's Centre Outreach workers. The programme will be for all families, uses universal recruitment and does not target individual children or parents. The programme officer may decide to target a community which has high numbers of disadvantaged families.

Key Milestone Dates:

- Agree project brief, CYPSP COG, March 16th

- April - Establish process for determining provider
- Ratify project plans, CYPSP Board, April 21st.
- May – Select provider and draw up SLA for parenting programme provision.
- June, any post recruited to, CRB checks.
- July programme curriculum agreed
- August / September programme delivery starts.

Key Risks:

Structure

- Programme developments and targets to be monitored and reported by CYPSP development manager.

Stakeholders

- East Potential, Action for Children, PCT, Children Centres, TASCC,

Current Status and Progress of Project:

- Application approved and reduced funding awarded
- Project outline completed.
- As East Potential is no longer the provider for all children's centres and they need and want to focus on core delivery, it is not possible or appropriate for them to be the provider. PCT provider services have indicated that they would be happy to host.
- Need to confirm whether PCT provider services can/should be commissioned directly or whether this opportunity should be openly tendered - it could be added to the LPF commissioning already advertised through Bravo.
- Detailed service specification to be drawn up.
- Procurement completed through Essex Bravo Solutions.
- Delivery to commence Oct 09

This page is intentionally left blank

Project Brief Outline

Performance Review Grant Funding – Essex is a safer place to live - Priority 7

National Indicator N111 - Youth Justice System Entrants

Introduction

- Epping Forest CYPSP have received confirmation that a recent bid for PRG funding has been awarded. An initial request of £150,000 was submitted which was however reduced and a total of £125,000 was awarded for this project from April 2009 to March 2011. (A further £3,491 is used for admin costs of the LSP).

Aim/Vision

- The establishment of a new post to develop and deliver after school 16:00 – 18:00 activities to expand and support current youth provision which operates from 19:00 – 21:00, also to ensure a weekend and holiday 'drop in' sessions for children & young people and targeted detached youth work. This work will be undertaken in conjunction with external partners who will provide indoor spaces for the activities and additional staff. The project will be delivered through the employment of a Qualified Youth Worker, with support of volunteers and staff from partner agencies. Some resource could be used for additional staff support to be provided to assist the Youth Worker in detached working and operation of 'drop in' and activity sessions.
- To train existing staff in building their capacity to extend current services and support adolescents through transitional periods, raising awareness of other activities services which young people can be signposted to.
- Some additional resource is also available for the youth worker to use to provide parenting programme activities for parents of adolescents to support the parents of young people to enable them to provide support in a way which reinforces and supports the direct work with young people.

Outcomes

- The project will positively promote adolescent engagement actively redirecting 9 - 16 year olds from anti social behaviour.
- The post will provide new capacity for direct working with partners

and particularly voluntary groups that have indoor facilities and run activities but a lack of qualified staff to supervise provision. Many young people that are drawn to anti-social behaviour do not wish to be involved in structured provision (such as youth clubs/scouts etc), but wish to access an indoor 'space' to meet . Once these youngsters have accessed this level of support, they will build trust with the Youth Worker/staff and will then be encouraged to become more positively involved in their local community, through provision of opportunities of training and mentoring. It is anticipated that this would then enable them to improve skills and confidence for future employment.

- The programme will offer a range of positive and diversionary activities focussing on areas of "hot spot crime" and providing individual counselling support to individual young people, those with difficulties may be supported to reduce antisocial crimes.
- Parents will be supported with parenting of their adolescent children.

Objectives, Outputs & Targets:

- Postholder to work with, support and be supported by other partner agencies. The activity provision will be in areas of the district identified as disadvantaged / super output areas. Partners will work with the Youth Worker and provide indoor accommodation for the benefit of children and young people in the focus areas. Detailed targets to be developed.

Key Milestone Dates:

- Agree project brief, CYPSP COG, March 16th
- Draw service spec,
- Determine process for securing provider – ECC to employ, other agency to employ and whether to tender openly.
- Obtain mapping of existing services – Nigel Varnam, April 09
- Ratify project, CYPSP Board, April 21st.
- Produce Job / Person Spec and recruit to post OR develop service spec and advertise - April 2009
- May 2009, Recruitment and selection commences
- June - Details agreed with provider

- July/August / September programme delivery commences.
- December 09, 1st quarterly review and monitoring

Key Risks:

Structure

- Epping Forest CYPSP Development Manager to coordinate and monitor project. Delivery dependent on balancing capacity, speed and need for due process.

Stakeholders

- Youth Activities subgroup, ECC TASCC, Loughton Young People's Project, Epping Forest Youth For Christ and other local youth providers, Epping Forest Youth Council - Safer Communities Team, Community Development and Tottenham Hotspur Foundation

Current Status and Progress of Project:

- Application approved and reduced funding awarded
- Project outline completed.
- Requested contracts for Essex Boys, Loughton Youth Project, and KIKZ and discussions with other providers to ascertain capacity and benefits of building up existing provision across the district and/or commissioning a local provider to deliver as this may be quicker than recruiting from scratch and ECC employing – and may be preferable..
- (Essex Association of Boys and Girls clubs are interested in supporting an association in Theydon Bois developing a service; The Box, Epping are looking to expand their provision; new development being looked at in Ninefields, Waltham Abbey; Loughton Youth Project is interested in developing a project from library. Contact for provision at Limes and Deben has been made, possible opportunity in partnership with St Thomas Moore and local volunteers, Debden. Limes farm after school clubs operates from Limes Farm Juniors capacity for service extension to Cabin, staffing may be an issue.
- All parties have been directed towards Bravo for application through the Local Priority Funding and funding could be added to LPF funding with provider selected and specification developed through that process.)

- Mapping has commenced
- Procurement completed via Essex Bravo Solutions

Contacts for further information

Perryn Jasper, CYPSP Development Manager
07827 976 949

Project Brief Outline

Performance Review Grant Funding – Essex is a safer place to live - Priority 7

National Indicator N111 - Youth Justice System Entrants

Introduction

- Epping Forest CYPSP have received confirmation that a recent bid for PRG funding has been awarded. An initial request of £150,000 was submitted which was however reduced and a total of £125,000 was awarded for this project from April 2009 to March 2011, £100,000 to support extra activities for young people, £20,000 to support a parenting programme for parents with teenagers. (A further £3,491 is used for admin costs of the LSP).

Aim/Vision

- Provision of a parenting programme, activities for parents of adolescents to support the parents of young people to enable them to provide support in a way which reinforces and supports the direct work with young people.

Outcomes

- The project will positively promote adolescent engagement actively redirecting 9 - 16 year olds from anti social behaviour.
- Parents will be supported with parenting of their adolescent children.

Objectives, Outputs & Targets:

- Postholder to work with, support and be supported by other partner agencies. The activity provision will be in areas of the district identified as disadvantaged / super output areas. Partners will work with the Youth Worker and provide indoor accommodation for the benefit of children and young people in the focus areas. Detailed targets to be developed.

Key Milestone Dates:

- Agree project brief, CYPSP COG, March 16th
- Draw service spec,
- Determine process for securing provider – ECC to employ, other agency to employ and whether to tender openly.
- Obtain mapping of existing services – Nigel Varnam, April 09
- Ratify project, CYPSP Board, April 21st.
- Produce Job / Person Spec and recruit to post OR develop service spec and advertise - April 2009
- May 2009, Recruitment and selection commences
- June - Details agreed with provider
- July/August / September programme delivery commences.
- December 09, 1st quarterly review and monitoring

Structure

- Epping Forest CYPSP Development Manager to coordinate and monitor project. Delivery dependent on balancing capacity, speed and need for due process.

Stakeholders

- Youth Activities subgroup, ECC TASCC, Loughton Young People's Project, Epping Forest Youth For Christ and other local youth providers, Epping Forest Youth Council - Safer Communities Team, Community Development and Tottenham Hotspur Foundation

Current Status and Progress of Project:

- Application approved and reduced funding awarded
- Project outline completed.

- Requested contracts for Essex Boys, Loughton Youth Project, and KIKZ and discussions with other providers to ascertain capacity and benefits of building up existing provision across the district and/or commissioning a local provider to deliver as this may be quicker than recruiting from scratch and ECC employing – and may be preferable..
- Mapping has commenced.
- Procurement through Essex Bravo Solutions failed to receive any bids for this particular strand.
- Discussions are underway to identify possible providers and an SLA will be set up with them through a single source negotiation process.

Contacts for further information

- Perryn Jasper, CYPSP Development Manager
07827 976 949

This page is intentionally left blank

Project Brief Outline

Performance Review Grant Funding – Better public health and longer lives – Priority 3

National Indicator 51, Child and Adolescent Mental Health.

Introduction

- Epping Forest CYPSP has received confirmation that a recent bid for PRG funding has been awarded. An initial request of £100,000 was submitted but was however reduced and a total of £85,000 was approved from April 2009 to March 2011.

Aim/Vision

- To establish a service providing emotional health and wellbeing groups for children and young people and training for professionals in schools and early years settings to build self esteem and social skills among children and young people.
- The service will complement existing services already supported by CYPSP enabling staff to offer further support to children aged 6-7 with poorly developed social and emotional skills, funding also contributed to by schools.
- Introduce anger management programme for early intervention in primary schools.

Outcomes

- Prevention of mental health problems by building self esteem and confidence so enabling existing services to concentrate on providing counselling support for those with mental health problems. CYPSP commissioning and additionally will ensure multidisciplinary teams are involved so will give the added value of improving partnership working. Preventative focus will help improve emotional wellbeing.

Objectives, Outputs & Targets:

- The project will focus on training existing staff identified by line managers in child and young people settings. The training will centre on enabling staff to provide counselling and support for vulnerable children adding further foundation to preventative services.
- Further support to trained staff will be offered for a two year period to aid their facilitation.

Key Milestone Dates:

- Agree project brief, CYPSP COG, March 16th
- April - Identify possible providers of group work. Seek evaluation feedback on National Education Trust (NET) extended services funded work to date. Clarify if they have capacity to roll this out to all schools interested across the district. (So far 8 schools have had 2 LSAs each trained).
- Ratify project, CYPSP Board, April 21st
- Ascertain whether contract with NET can be extended and commissioning waived – Paula Davies.
- Follow-up email to schools, April 09, to seek interest
- Similar spec to LPF, providers applying for funds could be resourced from PRG, May 09.
- Receive agreement from Schools and other settings managers May 2009
- Commissioning of training provider, July 2009.
- Agree SLA and training curriculum and monitoring procedures July 2009
- Delivery of staff training September 2009
- Child support introduction December 09
- Monitoring returns March 2010
- Agree sustainability programme with Managers April 2010

Key Risks and Countermeasures:

- Provider not secured - publicise widely
- Insufficient delivery - widespread publicity
- Impact not demonstrable – clear SLA with provider setting out outcomes; ensure measurable outcomes; quarterly monitoring

Structure

- Managers will have ownership of training and support delivery at source.
- Programme targets to be monitored and reported by CYPSP development manager.

Stakeholders

- CFCS, Children Centre's, Schools, PCT, National Education Trust, CAMHs subgroup.

Current Status and Progress of Project:

- Application approved and Reduced funding awarded
- Outline of project and evaluation of project emailed to schools requesting indication of interest.
- Project outline completed.
- Report on pilot received and disseminated to schools.
- Presentation at EF LDG Rural.
- NET contacted.
- Exploring developing new Anger Management programme with TASCCs
- Procurement completed through Essex Bravo Solutions.

This page is intentionally left blank