

Interaction Partnership, 6 March 2008

Interaction Partnership Strategy – 1 April 2008 to 31 March 2010

1. INTRODUCTION

This strategy sets out the purpose, role, vision and priorities of the Interaction Partnership for the period 1 April 2008 to 31 March 2010.

2. BACKGROUND

The Interaction Partnership was set up by Tendring District Council in October 2006 to harness the efforts of community stakeholders to reduce deprivation and improve quality of life in the **Golf Green (Jaywick) and Pier wards of Clacton on Sea**. Both wards fall within the 3% most socio-economically deprived areas in England and Wales (Source; Indices of Multiple Deprivation) and it was recognised by the **Tendring Local Strategic Partnership**, after extensive research and local consultation, that only a concerted level of community and multi-agency action can reverse the state of decline. The partnership is predicated on *neighbourhood management principles* and is committed to developing a customised strategy that is effective in addressing the key priorities in the two wards. It is also strongly based on community engagement and will work closely with local people in the development of responsive solutions to directly tackle local needs and issues.

The partnership has identified 7 themes which it will focus on in the period of the strategy; Community Safety; Environment and Housing; Health; Children and Young People; Employment and Incomes, Community Development and; Revitalising Clacton Town Centre. The comprehensive focus will ensure that there is a balanced agenda for action which addresses key resident concerns, such as safety and environmental quality, as well as complex agency priorities, such as health inequalities, educational underachievement and low skills. A separate strategy has been produced for the theme of **Revitalising Clacton Town Centre** in order to provide an appropriate level of context, analysis and rationale behind the development of cross sector priorities and actions.

To help in the achievement of its thematic objectives, the partnership, via its accountable body - Tendring District Council – has been awarded £3.75 million from the Government's Safer, Stronger Communities Fund (SSCF) spread over a 4 year period (1 April 2006 to 31 March 2010). The funding is a combination of capital expenditure (Cleaner, Safer and Greener element of

the SSCF) and revenue expenditure (Neighbourhood Element of the SSCF) which will enable the partnership to;

- Bring about environmental improvements to make the wards more secure and attractive
- Facilitate co-ordinated working among agencies in the planning, delivery and monitoring of services and efforts to improve quality of life
- Test new and innovative approaches to service delivery so they are more effective and best respond to local conditions
- Strengthen community capacity and promote civic pride and responsibility

However, it is important to recognise that the partnership is not a finite medium or solution for tackling deprivation in Golf Green and Pier wards but a sustainable model for continuing the process of socio-economic regeneration way beyond the period of its funding from Central Government. The process of regeneration is challenging and complex and will take a considerable period of time to realise tangible benefits. This strategy provides a starting point for such a process and seeks to establish a comprehensive and inclusive structure through which stakeholders can work together in the attainment of common goals. It will also provide a strong management foundation to complement any physical re-development that may take place in the Brooklands and Grasslands areas of Golf Green ward in the future.

The strategy also reflects the funding priorities and activities supported by the Partnership prior to the extensive stakeholder consultation process which shaped the content of this paper.

3. NATIONAL CONTEXT

The Interaction Partnership's overarching objectives and methods of operation accord fully with the Government's National Strategy for Neighbourhood Renewal. The strategy's principal goal is to reduce the rates of deprivation in the most disadvantaged areas in England and Wales over a 20 year period through the establishment of local partnerships tasked with bringing about greater economic prosperity and jobs, safer communities, improved educational attainment, decent housing and physical environments and better health and well being.

4. TENDRING AND ESSEX CONTEXT

i) Tendring

The Interaction Partnership sits within the **Tendring Local Strategic Partnership (TLSP)** structure and will contribute to the achievement of the thematic visions/objectives set out in the **TLSP's Sustainable Community Strategy** at a local level. The TLSP's strategic objectives consist of;

- **Health;** The population of Tendring is able to live longer healthier lives less limited by long-term illness
- **Economic Development;** Tendring has a stronger and more dynamic local economy together with a skilled workforce.
- **Children and Young People;** Children and Young People have an equal opportunity for a good start in life
- **Crime and Disorder;** Tendring remains one of the safest parts of the country.
- **Environment;** Tendring's attractive environment is safeguarded for future generations
- **Deprivation;** The gap between the most disadvantaged areas and elsewhere within Tendring is narrowed

ii) **Essex wide**

The Interaction Partnership (through its partner organisations) will also directly contribute to the county wide priorities and targets set through the Essex Local Area Agreement. In Section 16 of this paper, a full list is provided of the precise linkages between the partnership's strategic priorities and targets and those set out in the revised Essex Local Area Agreement (ELAA.2, draft version, January 2008).

5. NEIGHBOURHOOD MANAGEMENT – A definition

Neighbourhood management is a concept that has been pioneered by the government since the beginning of the millennium. It is defined as “the local organisation, co-ordination and delivery of core civic and community services within a neighbourhood”. The emphasis is on a “joined up” approach to the management of an area, resulting in the development of a localised community strategy founded on making the best use of available resources to deliver high impact services and sustainable improvements to quality of life.

The approach has been adopted by local authorities throughout England and Wales in a range of urban settings. Though individually different in scale, focus, modus operandi and governance, the experience to date has largely been very positive with significant changes in working practices and overall local impact;

- Greater multi-agency planning and co-ordination in the delivery of services
- The piloting of new approaches to service delivery and the subsequent mainstreaming of services after their worth and impact had been proven

- Greater pooling of resources
- Increased resident satisfaction with local services
- Increased resident satisfaction with the level of influence they can exert over local decision-making

4. SUMMARY OF THE ROLE OF THE INTERACTION PARTNERSHIP

To act as a strategic management body for Golf Green and Pier wards which seeks to achieve the agreed priorities set by local stakeholders in reducing deprivation and improving quality of life and resident satisfaction with the place in which they live.

5. VISION

“To make Golf Green and Pier wards stronger, safer, cleaner, greener places to live, where people work together to reach the full potential for themselves and their neighbourhood”

6. PRINCIPLES

The partnership’s guiding principles are based upon;

- **Joint working** - To work collectively in the planning, delivery and monitoring of local services and improvements to quality of life
- **Responsive services** - To develop services which meet local needs and priorities and are targeted to achieve optimum effect
- **Maximising resources** - To pool and rationalise resources and to work together in the procurement of external investment
- **Involving local people** - To actively involve local people in shaping local services and decisions about proposed improvements to the place in which they live

7. NEED FOR A NEIGHBOURHOOD MANAGEMENT APPROACH

There are four key factors which give rise to the need for an intensive management structure for the 2 wards.

- **Deprivation**

Both Golf Green and Pier wards fall within the 3% most deprived areas in England and Wales and present serious challenges which are way beyond the reach of a single organisation. Therefore, it is imperative

that agencies work together to develop commonly agreed goals and outcomes to address intransigent community issues over a realistic time period. There is currently no customised multi-agency strategy for either ward and as such, difficult to gauge the impact that agencies as a whole are having in reducing deprivation and improving quality of life. A key priority for the partnership will be to develop a community strategy covering both wards, with jointly set priorities and targets and a co-ordinated monitoring and evaluation framework, from which collective effort and impact can be objectively assessed.

- **Low level of resident satisfaction with local services**

The resident baseline survey (see below) carried out by the partnership management team in February 2007 highlighted a significant level of dissatisfaction with the provision of local services and, in Golf Green ward in particular, conveyed an underlying resident perception that service providers have a low level of commitment to meeting local needs and priorities. Therefore, it is important that there is a close collaboration between service providers and residents to ensure that services are of a high standard, tailored to suit local conditions, well co-ordinated and closely monitored.

- **Resident scepticism over local decision-making opportunities**

The resident baseline survey also identified a significant level of disaffection among local people over their perceived input into local decision-making. This may be attributable to a range of complex issues, such as the ongoing discussions about the proposed re-development of Brooklands and Grasslands, but must form a major priority for local agencies to address. The partnership, with its prominent profile, far reaching strategic brief and potential impact, is well placed to provide meaningful opportunities for residents to become actively involved in decisions about improving their neighbourhood.

- **Insufficient inter-agency communication**

A recurring issue that emerged from both the Cross Sector Service Scoping Study and the Resident Baseline Survey was a perceived lack of communication among service providers about their respective roles, remit and activities. In essence, it was felt that this occasionally resulted in a duplication of effort and undermined the potential for inter-agency referrals and targeted action. Overall, there was a consensus that there was significant scope for improvement in the ways that agencies communicate with each other about their activities, bids for external funding and future plans and client groups.

8. ROLE AND REMIT OF THE PARTNERSHIP

- Determining a common vision, strategic framework and modus operandi for multi-agency working in both wards
- Developing a multi-agency action/improvement plan to shape joint working in both wards across all of the partnership's themes
- Monitoring and evaluating the partnership strategy, action plan and joint working arrangements
- Co-ordinating the use of partner resources and bids to secure external funding

9. PARTNERSHIP GOVERNANCE

The partnership is comprised of 2 tiers of management;

An **Executive Board** made of 18 residents and representatives from key organisations. The board is split into the following constituencies;

Statutory Service Sector “Champions”

- Community Safety - Essex Police
- Health - North-East Essex Primary Care Trust
- Environmental Health and Planning - Tendring District Council (x2)
- Youth Services and Education - Essex County Council
- Employment and Training - Colchester Institute

Community Sector

- 2 x Tendring District Councillors – one from each ward
- 1 x Essex County Council Councillor
- Tendring Council of Voluntary Services
- Clacton Chamber of Commerce and Tourism
- Jaywick Community Forum

Resident Representatives

- 3 residents from Golf Green ward
- 3 residents from Pier ward

The **Executive Board** is responsible for the partnership's overall strategic development, performance and growth, including;

- Determining the partnership's overarching vision, mission, strategic direction and targets
- Approving the partnership's strategy and actions plans
- Approving partnership expenditure through the SSCF programme
- Monitoring and evaluating the partnership's strategy, action plan and expenditure

Four **Operational Sub-Groups** that facilitate wider stakeholder involvement in the development of the partnership's strategies and action plan.

- Pier Ward Community Safety and Environment and Housing Group
- Golf Green Ward Community Safety and Environment and Housing Group
- Clacton Town Centre Retail Group
- A Community Development Group (covering both wards) addressing the themes of health, children and young people, employment and incomes and community development

The membership of these groups include residents and a wide range of organisational stakeholders.

The Operational Groups are responsible for;

- Detailed analysis of local needs, issues, problems and potential solutions
- Development of ideas and proposals for service enhancements and improvements to quality of life, including the preparation joint bids for external funding
- Developing and monitoring the partnership action plan
- Monitoring the performance of new approaches to services supported by the partnership and/or partner organisations

10. RELATIONSHIP WITH TENDRING LOCAL STRATEGIC PARTNERSHIP

The Interaction Partnership will be **Tendring Local Strategic Partnership's** principal delivery vehicle for reducing deprivation in the 2 wards and will sit within its overall governance structure. There will be a strong synergy and clearly defined linkages between the two partnerships through;

- Mutual representation on both boards of management, as well as other thematic groups within the TLSP structure
- Securing high level stakeholder buy in and commitment from TLSP members to the Interaction Partnership's objectives and methods of operation
- The attainment (in the 2 wards) of thematic and deprivation objectives and targets set by the TLSP Sustainable Community Strategy and Essex Local Area Agreement
- Regular dialogue and formal consultation on wider strategic issues and funding opportunities

11. RELATIONSHIP WITH THE JAYWICK AGENCIES GROUP (JAG)

The Interaction Partnership will also look to have a significant input into any future physical regeneration proposals for Golf Green ward and will work closely with the Jaywick Agencies Group in ensuring;

- That sustainable community provision and socio-economic development opportunities are sufficiently addressed within any physical regeneration programme, particularly on key issues such as health, children and youth provision and employment and training opportunities
- That a future development takes into consideration a means of continuing and sustaining the work of the Interaction Partnership or another form of co-ordinated multi-agency management

12. GEOGRAPHY

The partnership covers two physically separate areas, which are quite distinct in character: the two electoral wards of Golf Green and Pier. Golf Green is further divided into three again completely different sub-areas: Brooklands and Grasslands, The Village, and the Tudor Estate. These three correspond to the three Super Output Areas (SOAs) which make up the ward, as follows:

EO1021988 Tendring 018A – Coastal Jaywick (Brooklands and Grasslands)
 EO1021989 Tendring 018B – Golf Green (Tudor Estate)
 EO1021990 Tendring 018C – Jaywick Inland East (The Village).

The origins of Jaywick began with the construction in the 1930s of holiday chalets set out in a tightly knit grid iron road layout running inland at right angles to the sea. Over the last 60 years the occupation of the older part of the area has switched progressively from holiday to permanent residential use, but without the benefit of the services and facilities that are expected as part of planned developments today. The area is characterised by a poor physical infrastructure consisting of an unmade/unadopted private road and

footpath network with poor street lighting and serious surface water drainage problems. Despite instances of upgrading and the small-scale redevelopment of plots, some lie vacant and generally housing accommodation is obsolete or sub-standard with poor internal and external space standards and evident widespread disrepair. There is a poor quality physical environment, blighted further by redundant and vacant sites and environmental abuse such as fly tipping.

Whilst the relative isolation of the ward and its geographic make-up dictate that the ward as a whole be the defined neighbourhood, the majority of the physical, environmental and social stress is in the older part of Jaywick, i.e. Brooklands and Grasslands and the lower end of The Village.

As a consequence, the area is the focus of a putative multi-agency regeneration initiative which seeks to bring about major improvements to the built environment and public realm over a period of time

Pier Ward corresponds to Clacton Town Centre and is also made up of three SOAs, although these do not represent naturally different sub-areas of the ward (as in the three parts of Golf Green):

EO1022025 Tendring 016B – Coastal (around the Pier)

EO1022026 Tendring 016C – Inland (adjacent to 016B to the North)

EO1022027 Tendring 016D – East (adjacent to both 016B and 016C).

Unlike Golf Green and Jaywick in particular, the geography of the Pier ward does not immediately present an obvious neighbourhood. The ward is a mixture of commercial and residential use not readily identifiable as a neighbourhood distinct from adjoining SOAs. However, parts of the ward, especially the Coastal area, are known as 'bedsit land' where low incomes, high unemployment, drug use, mental health issues and social exclusion are significant problems.

13. SOCIO-ECONOMIC OVERVIEW

Detailed below is a) a demographic summary of the 2 wards and b) a breakdown of the super output areas in relation to the Indices of Deprivation.

A) Demography

Statistic	Golf	Pier	Tendring	East of	England
	Green			England	
Population (2001)	4,665	4,810	138,539	5,388,140	49,138,831
Male population (2001)	2,231	2,272	66,265	2,638,335	23,922,144
Female population (2001)	2,434	2,538	72,274	2,749,805	25,216,687
Population over 65 (2001)	34.0%	25.8%	26.0%	16.5%	15.9%
Population over 60 (2001)	44.9%	31.6%	32.6%	21.4%	20.8%
Population over 45 (2001)	65.2%	48.2%	52.2%	41.0%	39.6%
Retired (includes pop.75+) ** t	48.0%	31.0%	34.9%	21.8%	21.1%
Permanently sick/disabled **	14.4%	14.7%	6.9%	3.9%	5.3%
General health: Good **	47.7%	57.7%	62.5%	70.4%	68.8%
General health: Fairly good **	32.0%	28.9%	26.3%	22.1%	22.2%
General health: Not good **	20.2%	13.4%	11.2%	7.6%	9.0%
Limiting long-term illness **	37.0%	32.2%	24.0%	16.2%	17.9%
People who provide unpaid care **	13.2%	8.6%	11.3%	9.7%	9.9%
Life expectancy (years) (2003-05)*	74.9	70.1	79.1	80.0	n.a.

Source: ONS, except * NEE PCT (2007a)

** April 2001

B) Breakdown by Super Output Areas

	Golf Green Ward			Pier Ward		
Tendring SOA	018A	0188	018C	0168	016C	0160
SOA	B&G*	Tudor Estate	The Village	Coastal	Inland	East
National IMO (%)	1	26	16	3	8	17
National Ranking (out of 32,482)	3	8305	5179	775	3498	5266
Ranking within Essex (out of 91)	1	69	20	2	8	21
IMD Domains (% most deprived nationally):						
Income	1	36	25	8	12	21
Employment	1	11	8	1	6	11
Health	3	25	17	2	8	17
Education	1	10	5	11	12	25
Housing & Services	8	60	60	33	44	36
Crime	14	81	74	48	22	25
Environment	9	84	29	10	8	17

*B & G = Brooklands & Grasslands

15. OVERVIEW OF LOCAL NEEDS, PRIORITIES AND CURRENT SERVICE PROVISION ISSUES

Although the partnership's focus is on the 2 wards as a whole, it is clear from the above data that the most acute and concentrated socio-economic problems are in the Brooklands and Grasslands areas of Golf Green Ward (3rd most deprived in England and Wales) and the Coastal area of Pier Ward (775th most deprived). Of particular concern are the assessments for health, educational attainment and employment and incomes which fall within the 1% to 10% deprivation band. The inland area of Pier Ward also has a significant level of health, employment and environment deprivation

In order to gain a greater understanding of the key deprivation and quality of life issues in both wards and the overall impact of local agencies in addressing them, the Interaction Partnership undertook 2 major research and consultation projects between February and September 2007.

- **A Residents (Sample) Survey**, carried out between March and April to establish;
 - A baseline position on the levels of resident satisfaction with the standards of services, overall quality of life and scope for influencing decisions

- The key priorities for improvement

The survey was conducted by the Community Warden Team (an initiative funded by the Interaction Partnership) through face to face street interviews with 236 residents (141 from GGW and 85 from PW).

- **A Cross Sector Service Scoping Study** was carried out by an external consultant between April and September to ascertain the range and impact of services being provided in the 2 wards across all of the partnership's themes. The key outcomes of the study were to;
 - Gain an understanding of key needs and priorities
 - Gain an understanding of the impact of local services and to identify any common issues which undermined their effectiveness
 - Identify any improvements to both services and overall quality of life
 - Identify any gaps in service provision or duplication of effort
 - Gain an understanding of the synergy between service providers

The study was carried out through interviews with staff from 44 organisations from the statutory, voluntary and community sectors.

Summary of findings

The key findings from both research projects revealed;

- Low to modest levels of resident satisfaction with the standards of public services
- Good levels of resident satisfaction with their neighbourhood (58% positive) and overall quality of life (61%)
- A high level of negativity (71%) among residents on their scope for influencing decisions
- The 3 highest priorities for improvement identified by residents were; Community Safety, Environment and Housing and Employment opportunities.
- Insufficient inter-agency and resident communication on service related issues

- A significant and similar level of socio-economic issues and challenges facing service providers in both wards (see thematic issues section below)
- A perception of a high level of population transiency in Jaywick. It was generally acknowledged that this issue presented considerable challenges to service providers across all of the partnership's themes.
- Access to services, such as transport/transport costs, and better targeting and promotion of services were the most likely factors to improve take up and impact.
- A considerable number of organisations that have undergone change and re-structuring, including; NE Essex Primary Care Trust, Essex County Council (Services for Children and Young People), EST Connexions, Jobcentre Plus and Adult Education
- Evidence of duplication of effort in the provision of services and activities for the elderly (but not to any great significance)
- Strong concerns about the sustainability of a number of voluntary organisations and the increasingly complex and time consuming demands placed on the sector from funders' and commissioning authorities

Thematic Issues and challenges

The assertions listed below are based on statistical data and resident and service provider perceptions. Note that resident satisfaction ratings are the combined average for both wards.

Community Safety

The statistics below are compiled from Police data from 1/4/05 to 31/3/06 for Clacton Town Centre (CTC), covering Pier Ward and Clacton West (CW), covering Golf Green Ward.

- Tendring has a comparatively low level of crime
- 39% of all reported crime in Tendring took place in CTC and CW.
- Criminal damage and crimes against the person constituted 45% in CTC and 55% in CW of all reported crime in the 2 areas.
- Youth offending accounted for 26% in CTC and 29% in CW of all detected crime in both areas
- 46% of residents expressed satisfaction with crime and disorder services. (34% dissatisfaction)

- 47% of residents felt safe in the neighbourhood in which they lived (34% did not)

Perceptions

- Media stigmatisation of Jaywick as a “bad area”
- The physical condition of Jaywick exacerbates fears for personal safety

Environment and Housing

- Concerns about derelict properties and fly-tipping of industrial materials and furniture in the Brooklands and Grasslands areas of GGW
- A large private rented housing sector (approximately 230 plus homes) in Jaywick with a significant turnover of tenants
- Concerns about the poor standards of private sector housing in Brooklands and Grasslands and houses of multiple occupation (HMOs) in PW
- Perceived high level of absentee landlords in Jaywick
- Concerns about the quality of unadopted roads and drainage in Brooklands
- 45% of residents expressed satisfaction with the provision of Environmental Services (34% dissatisfaction)
- 47% of residents expressed satisfaction with cleaning and refuse services (40% dissatisfaction)
- 44% of residents expressed satisfaction with maintenance standards of the public realm

Health

- Significantly lower life expectancy levels (13 years lower in GGW than the best Tendring ward, Alresford)
- A high number of residents with a limiting long-term illness (14% in GGW, 15% in PW)
- High level of residents providing unpaid informal care
- High levels of ill health due to respiratory disease, diabetes and cardiovascular disease

- High level of substance misuse, including; drugs, smoking and alcohol related issues
- High level of teenage conception
- High level of obesity among children and young people
- Significant mental health needs in Pier Ward
- 53% of residents (in both wards) expressed satisfaction with health services (37% dissatisfaction). The key areas for improvement were more localised health services and less GP turnover.
- Resident concerns about access to specialised health care services, particularly the cost and practicalities of bus transport

Children and Young People

- Low levels of educational attainment
- A perception of low aspirations among young people
- High level of young people between the ages of 16 to 18 years not in employment, education or training (NEET)
 - 36% in GW (the highest in Essex)
 - 25% in PW (3RD highest in Essex)
- Significant level of crime, anti-social behaviour and nuisance perpetrated by young people
- Significant drug, alcohol, sexual and mental health issues and problems
- Very limited provision of regular organised activities for children and young people, particularly in Jaywick
- Only 18% of residents expressed satisfaction with current provision of services and activities for children and young people (51% dissatisfaction)

Employment and Incomes

- Very high levels of employment and income deprivation in both wards; Jaywick falls within the 1% most deprived areas for employment and income levels
- Low level of skills and people with qualifications

- A perception of low confidence and aspirations among residents
- High levels of economic inactivity among people aged between 16 and 19 and 50 plus age ranges.
- A significant number of residents in both wards claiming off work benefits
- High number of retired people on low incomes, particularly in GGW

Clacton and Tendring wide trends and issues

- Only 27% of males work in full-time employment in Tendring
- Part-time employment is 12% higher in Clacton than the national average
- 64% of the workforce in Clacton Town Centre is female
- There has been a 10% decrease in level of employment in Clacton Town Centre since 2004.

Community Development

- 16% of residents are actively involved in community and voluntary work
- Absence of a formal/recognised residents forum for Pier Ward
- Considerable financial pressures undermining the sustainability of the voluntary sector
- Insufficient capacity of the voluntary sector to meet increasing and ever changing demands and expectations from funders and commissioning bodies
- Absence of a concerted strategy to harness the interests of the voluntary sector

16. PARTNERSHIP STRATEGIC OBJECTIVES

The following objectives are comprised of;

- i) Internal objectives** which have been set to;
 - Measure the performance of the partnership in promoting and facilitating joint working practices to address deprivation and quality of life issues in both wards

- Evaluate the impact of the partnership in improving resident satisfaction with the neighbourhood in which they live – a mandatory outcome of the neighbourhood element of the Safe and Stronger Communities Fund.
 - Ensure that suitable provision has been put in place for the partnership to continue its work in the future
- ii) **External objectives** which are comprised of the thematic priorities set by the 115 delegates who attended the Stakeholder Seminar held by the Interaction Partnership on 2 October. These were considered to be the most pressing priorities (out of the thematic issues listed above) for concerted action over the course of the business plan. They will be reviewed at the end of the timeline of the strategy and evaluated as to whether they remain or change in focus. The objectives are, where appropriate, cross referenced with those set by the Tendring Local Strategic Partnership (Sustainable Community Strategy) and the County Strategic Partnership (Essex Local Area Agreement).

During the process of setting the objectives, it was clear that there were 5 factors which must be addressed to improve the impact of services in both wards;

- **Better targeting of services** to improve take up, particularly in relation to children and youth activities and adult training and education opportunities.
- **Better co-ordinated communication with residents**
- **Better inter-agency communication** in order to keep staff informed of the range of services being provided in the two wards, as well as other developments which may have an impact on services and residents lives.
- **Improved systems for referring and signposting residents** to services and activities provided by other organisations.
- (Where possible) **To provide services from within the two wards** in order to make them more accessible to residents. The affordability and day to day practicalities of public Transport (buses) was cited as a key issue affecting the ease of which residents can readily access children and youth services, healthcare and training and education.

Internal Objectives

i) Partnership Performance

Long-term aim

A well run, inclusive and responsive partnership founded on effective joint working practices to tackle deprivation and improve quality of life in both wards

Key Priorities

a) Greater impact of services in meeting local needs and conditions and improving quality of life

This will be achieved by;

- Greater resident input into shaping local service delivery
- Better promotion and targeting of services to increase access, awareness and take up and civic responsibility

Key targets;

By 2010, to have;

- Improved resident satisfaction with the neighbourhood in which they live from 58% to 63%
- Improved resident satisfaction with their quality of life from 61% to 66%

b) Greater stakeholder co-ordination in the planning, delivery and monitoring of local services and improvements to quality of life

This will be achieved by;

- Collective action planning between residents and service providers to identify and resolve local needs, priorities and issues
- Collective monitoring of services and improvements to quality of life

Key targets

-By June 2008, to have established a partnership action plan detailing collective partner actions in addressing the partnership's thematic objectives

-By 2010, to have realised 60% of the actions in the original action plan

c) Greater pooling of resources among service/activity providers

This will be achieved by;

- Increased pooling and sharing of resources among service providers and community organisations
- Joint bidding in the procurement of external investment

Key target; By 2010, to have embarked upon 5 joint venture projects across the partnership's themes

d) Sustainability of improvements to local services funded by the SSCF and/or other sources

This will be achieved by;

- Service improvements being mainstreamed into general service provision by local providers

Key target; By 2010, to have secured the continuation of 3 initiatives supported by the Interaction Partnership

e) Stronger influence of residents in decisions made by the Interaction Partnership

This will be achieved by;

- Resident representation throughout the Partnership Governance Structure
- Resident involvement in the appraisal of funding applications to the main partnership board

Key target; By 2010, to have achieved a 65% "good" rating for the level of influence that resident board members feel they can exert in decisions made by the Interaction Partnership

ii) Partnership Sustainability

Long-term aim

A strong and sustainable partnership which will be able to continue the process of regeneration beyond its funding from the SSCF in March 2010

Key Priority and Target

A sustainable partnership funding model

By 2010, to have developed a business plan that seeks to secure the partnership's financial future for the period, 1 April 2010 to 31 March 2012.

External Objectives

i) Community Safety

Long-term aim

A reduction in crime, nuisance and disorder by improved partnership working between statutory and non-statutory organisations and the community

Links with local and regional strategies and targets and outcomes

TLSP Sustainable Communities Strategy

- Reducing the fear of crime
- Dealing with crime hotspots
- Tackling anti-social behaviour and the causes of crime
- Engaging with the community to gather intelligence (to tackle crime and anti-social behaviour)

Essex Local Area Agreement

Priority 14; Fewer higher impact crimes

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

Priority 15; People feel safer

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

Principal Partners

- Essex Police
- Tendring District Council; Regeneration – Community Safety Team and Community Warden Team
- Golf Green Neighbourhood Watch
- Frobisher School
- Clacton County High School
- Bishops Park College
- Colbayns High School
- Open Road
- Inclusion Ventures
- Help the Aged

Key Priorities

a) Reduction in crime and anti-social behaviour

This will be achieved through;

- Improved inter-agency communication and co-ordination in tackling crime and ASB
- Working in partnership with local schools to reduce anti-social behaviour and improve pupil perception of personal safety
- Better community engagement to gather intelligence on the perpetrators of crime and disorder
- Provision of drug and alcohol support services targeted at vulnerable and at risk residents
- Greater provision of activities for children and young people (see Children and Young People section below)
- Upgraded provision of CCTV in Jaywick
- The designation of Clacton Town Centre as an alcohol free zone

Key targets;

By 2010, to have achieved a 5% reduction in reported crime;

- in Golf Green Ward from 492 to 467 cases per year
- in Pier Ward from 1612 to 1531 cases per year

By 2010, to have achieved a 5% reduction in reported ASB;

- in Golf Green Ward from 535 to 508 cases per year
- in Pier Ward from 1364 to 1296 cases per year

(Measure; Agency records)

b) Improved resident perception of personal safety

This will be achieved through;

- Increased visibility of crime and disorder services, including a Community Warden Team
- Establishment of a police base in Golf Green ward

- Positive publicity campaigns in both wards

Key target; By 2010, to have increased the resident satisfaction with their personal safety from 47% to more than 50% (Measure; Residents Survey)

c) Improved public confidence in agencies responsible for community safety

This will be achieved through;

- Regular resident communication on the work and achievements of agencies responsible for community safety
- Greater opportunities for residents to convey concerns on crime and disorder issues

Key target; By 2010, to have increased the level of resident satisfaction with crime and disorder services from 46% to more than 50% (Measure; Residents Survey).

ii) Environment and Housing

Long-term aim

Greater resident satisfaction with the cleanliness, appearance and maintenance of the neighbourhood in which they live

Links with local and regional strategies and targets

TLSP Sustainable Community Strategy

- Action on litter, waste and recycling
- Improving housing living conditions

Essex Local Area Agreement

Priority 15; People feel safer

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

Principal Partners

- Tendring District Council; Environmental Services and Planning; Regeneration (Community Warden Team)
- Tendring Home Improvement Agency
- Citizens Advice Bureau
- TREE (Tendring Recycle and Re-use)

Key Priorities

a) Reduction in fly-tipping

This will be achieved through;

- Increased patrolling and monitoring of fly-tipping hotspots by Community Wardens
- Greater enforcement action against fly-tipping perpetrators
- Installation of local recycling facilities and increased promotion of recycling opportunities

Key target; By 2010, to have reduced the incidence of fly-tipping in both wards from ...in 07/08 to ...(Measure; Environmental Services records)
(target to be added)

b) Improved resident satisfaction with the cleanliness of the neighbourhood in which they live

This will be achieved through;

- Targeted environmental clean up campaigns
- Increased enforcement of fixed penalty notices by the Community Warden Team against littering and dog fouling

Key target; By 2010, to have increased resident satisfaction with cleanliness in the 2 wards from 47% to in excess of 50%.(Measure; Resident Satisfaction Survey)

c) Improved standards in private sector housing

This will be achieved by;

- Greater enforcement against landlords to improve the standards of private sector accommodation, including; House of Multiple Occupation (HMOs) and the possible designation of Jaywick as a selective licensing area.
- Action against burnt out and derelict properties in Jaywick
- Provision of advice and guidance for low income homeowners and private sector tenants

Key target; By 2010, to have cleared 8 burnt out/derelict sites in Jaywick (Measure; Agency records)

iii) Health

Long-term aim

Reduce the inequality gap life expectancy and improve the health of the local population by enabling residents to make healthy life choices

Links with local and regional strategies and targets

TLSP Sustainable Community Strategy

- Tackling substance misuse, obesity, teenage pregnancy and promotion of healthy living
- Improving the well-being of older people
- Living more independently, free of limiting illness with more outreach facilities
- Greater access to healthcare
- Increased participation in sports, arts and cultural activities

Essex Local Area Agreement

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

Outcome; Improve our residents' quality of life by reducing health inequalities and increasing life expectancy

Priority 6; Less substance misuse

Outcomes

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

Priority 7; Better mental health for all

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

Principal Partners

- North-east Essex Primary Care Trust
- Essex County Council; Adult Social Care
- Open Road
- Essex Young Peoples Drug Advisory Service
- Family Support Clacton

Key Priorities

a) Reduction in Cardio-Vascular Disease

This will be achieved through;

- Provision of healthy lifestyle and disease prevention promotion programmes
- Provision of health interventions in a range of settings
- Provision of cross generational physical exercise activities

Key targets;

By 2010, to have;

-Increased the number of people on exercise referral schemes/walking for health from 48 to 58 per year.

-Run two weight management/lifestyle programmes

(Measures; Agency records)

b) Improved emotional and mental well-being of residents

This will be achieved through;

- Provision of specialist cross generational drug and alcohol advice and support services
- Provision of targeted mental health support services

Key target;

By 2010, to have increased the number of residents from the 4 GP practices serving Golf Green and Pier wards accessing information, support, psychological therapies and other interventions through primary care mental health services from 868 per year to 1700 per year..

(Measures; Agency records)

c) Improved provision of primary care

This will be achieved through;

- The development of a multi-agency health centre in Pier ward
- Better health promotion advice from GP surgeries and other partner organisations
- The provision of subsidised community transport to help residents access specialised health services outside the Tendring area

Key targets;

By 2010, to have;

-Increased resident satisfaction with local primary care services from 53% to more than 57% (Measure; Resident Survey)

-Developed a multi-agency health centre in Pier Ward (Measure; Agency records)

iv) Children and Young People

Long-term aim

An improvement in the well being and attainment of children and young and a reduction in the numbers of 16 to 19 years olds not in employment, education or training

Links with local and regional strategies and targets

TLSP Sustainable Community Strategy

- Raising educational attainment
- Reducing the number of young people NEET
- Increasing leisure, cultural and volunteering opportunities

Essex Local Area Agreement

Priority 2; Fewer children and young people missing in education, employment or training

Outcome; To reduce the number of 16 to 18 year olds who are not in education, employment or training

Priority 6; Less substance misuse

Outcomes

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

Priority 8; More participation in sport and culture

Outcome; Increased participation in sport and cultural activities

Principal Partners

- Essex County Council; Teams around Schools, Child and Community (TASCC)
- Clacton Consortium
- EST Connexions
- Essex Young People Drug Advisory Service
- Teentalk
- Inclusion Ventures

- NACRO
- Tendring Childrens Centre
- North-east Essex Primary Care Trust

Key Priorities

a) A reduction in the number of young people not in employment, education or training

This will be achieved by;

- The provision of intensive support for young people at risk of falling out of the education system and/or not progressing onto further education, training or employment
- The provision of vocational training and education to young people at risk of underachieving

Key target; By 2010, 70% of young people aged between 14 and 19 years of age to have achieved a level 2 qualification (Measure; Agency records)

b) Increased provision of, and take up in, positive activities for children and young people.

This will be achieved by;

- Significant improvements to the provision and quality of local play and recreational facilities
- Increased provision of sport and educational activities
- Better promotion of children and young people services and activities and improved systems for inter-agency referrals

Key target; By 2010, to have a minimum of 100 children (5 to 11 years) and young people (up to age of 19 years) regularly participating in organised positive activities in both wards (Measure; Agency records)

c) Improved physical and mental health and emotional well being of children and young people

- The provision of drug, alcohol and sexual health advice support services
- The provision of personal development and counselling support services
- The provision of youth led health promotion activities
- The provision of early years development services

Key target; By 2010, to have delivered 36 health promotion events run by young people in 3 local schools; Bishops Park College, Colbayns High School and Clacton County High School. (Measure; Agency records)

v) Employment and Incomes

Long-term aim

Improved skills and learning attainment and greater prosperity for local people

Links with local and regional strategies and targets

TLSP Sustainable Community Strategy

- Raising the skill of the workforce

Essex Local Area Agreement

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

Outcomes

-To raise the educational attainment and skills levels of the adult population
-Assisting all people of working age to live independent lives and to play an active role in society

Principal Partners

-Colchester Institute
-Tendring Adult Community College
-EST Connexions
-Job Centre Plus
-SEETEC
-Signpost
-Tendring Home Improvement Agency; Benefits Outreach Service
-The Pensions Service
-The Volunteer Bureau
- Citizens Advice Bureau

Key priorities

a) Greater take up of training and employment opportunities

This will be achieved by;

- Improved inter-agency signposting to training and work experience opportunities

- The provision of locally based vocational training and education to develop the skills of local people
- Localised provision of intensive personal development support for the long-term unemployed

Key target; By 2010, 25 residents to have experienced new training, development and/or occupational activity in both wards (Measure; Agency records)

b) Greater take up of adult learning opportunities

This will be achieved by;

- Upgrading local facilities to enhance their capacity to host adult learning classes
- The provision of locally based adult education, including “taster” courses

Key target; By 2010, 60 residents to have participated in a new adult learning experience in both wards (Measure; Agency records)

c) Greater prosperity for the elderly and vulnerable

This will be achieved by;

- Provision of welfare advice and guidance to maximise the take up of benefits
- Provision of home improvement and energy efficiency advice
- Exploring the feasibility of developing community finance schemes within one or both wards

Key target; By 2010, to have increased income for elderly and vulnerable residents by £100k

vi) Community Development

A stronger, inclusive, active and more influential community and voluntary sector

Links with local and regional strategies and targets

Essex Local Area Agreement

Priority 11; Greater participation in voluntary clubs and groups
Outcomes

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

Principal Partners

- Tendring Community of Voluntary Services
- Tendring Volunteer Bureau
- Essex Community Foundation
- North-east Essex Primary Care Trust
- Tendring Community Transport
- Jaywick Forum

Key Priorities

a) Greater influence of residents in local decision-making

This will be achieved by;

- The development of a Residents Forum in Pier Ward
- The ongoing development of the Jaywick Forum

Key target; By 2010, to have established a residents forum for Pier Ward

b) Increased numbers of residents actively involved in community and voluntary work

This will be achieved by;

- Improved inter-agency signposting to volunteering opportunities
- Better promotion of the work of the community and voluntary sector
- The provision of training to increase skills of local people involved in voluntary work
- Exploring the possibility of developing a Timebank Scheme in one or both wards

Key target; By 2010 to have increased the number of residents actively involved in community and voluntary work from 16% to 25% (Measure; Residents Survey)

c) **Increased capacity of the voluntary and community sector**

This will be achieved by;

- Significant improvements to the quality of community facilities with a strong emphasis on the establishment of multi-agency centres
- The development of a strategic plan for the voluntary sector
- Provision of specialist support to raise the organisational and fundraising capacity of local community and voluntary groups

Key target; By 2010, 4 voluntary organisations to have achieved an accredited professional standard (Measure; Agency records)

17. PERFORMANCE MANAGEMENT

The partnership's performance, including the activities of partner organisations and the targets set for each of its strategic priorities, will be monitored and assessed through;

- **The Partnership Action Plan** which will set out a schedule of actions by partner organisations in achieving the strategic priorities outlined above. The Action Plan will be monitored by the Partnership's Executive Board and the Operational Sub-Groups.
- **A Residents (Sample) Survey** which will be carried out at the beginning of each year to measure satisfaction levels with key services.
- **Records kept by partner organisations (Agency records)** which will capture quantitative or qualitative data, as appropriate to the target that has been set.

18. COMMUNICATION AND PUBLICITY

Effective inter-agency and resident communication are critical to the partnership achieving its key aims and objectives. A strategy has been developed to ensure that the partnership has in place a strong and systematic set of communication mediums which comprehensively convey its work and achievements to a range of audiences. Aside from the various fora within the partnership governance structure, the key methods of communication will be;

- **A partnership information booklet** which will outline its vision and mission, as well as a summary of its strategic and action plans, in a brochure distributed to all residents and service providers.

- **A quarterly newsletter- “Changing Times”**, which will include an annual report highlighting the partnership’s performance in meeting its aims and objectives
- **A dedicated website**, which will contain up to date information on the partnership’s priorities, activities, as well as links to partner organisations.

19. PARTNERSHIP SUSTAINABILITY

The duration of the strategy has been aligned with the period of funding from the SSCF but is anticipated that the partnership will continue its work after its funding from Central Government has ceased. Whilst a sustainable funding model will be developed in year 2 of this strategy (which will address its core running costs), the partnership’s likely options for continuation are;

- The establishment of a development trust. The trust would be an independent organisation funded by key stakeholders and external funding bodies
- The management of the partnership being facilitated by a local organisation and funded by key stakeholders.

20. PARTNERSHIP FUNDING PROFILE

The Partnership’s funding profile from the Safer, Stronger Communities Fund (SSCF) is comprised of;

	<u>2006/7</u>	<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>Total</u>
CSG £	969,995	1,140,260	0	0	2,110,255
NE £	407,233	649,620	421,152	270,044	<u>1,748,049</u>
					£ 3,858,304

CSG – Cleaner Safer, Greener Fund (Capital Expenditure)

NE – Neighbourhood Element (Revenue Expenditure)

RISKS

See table below

Risk assessment

Impact

Likelihood

Importance

Contingency and/or

Risk assessment	Impact	Likelihood	Importance	Contingency and/or
Lack of strategic support for mainstreaming	Impact of programme is limited as it has been seen as project support and sustainability is not built into schemes.	M	H	Profile raising of activity and expertise regularly. Ensure senior manager initiatives and scrutiny of sustainability to continue future funding.
Lack of community engagement	Lack of perceived legitimacy, reduced sustainability of change, less incentive for service providers to engage.	M	M	Community Inclusion strategy pro to engage (timing, frequency, level attractions); Employment of community ensures that inclusion is tracked disseminated.
NM has little commitment from L.A. as funding centralised via LSP and Essex LAA	Commitment to local community and capacity to influence change at local level is undermined.	M	H	Develop working relationship with and ensure equitable relationships to understand NM as a driver of positive communities.
Withdrawal of support from partners within agencies	Services that have been developed to date being withdrawn at a local level	L	M	Ensure partnership working agreed change of staffing, funding or model
Retention of key staff within the management and administration framework	Transition of staff would have a negative impact on the relationships built both internally and with the local community.	M	H	Manage the team effectively with supervision for an outreach team offered, partnered with learning and opportunities through networking
Lack of services co-operating with the work of NM.	Some services see NM as interfering, and are reluctant to engage, and do so begrudgingly. This impacts on the end user within the community when nothing is acted upon.	M	M	Ensure that parameters are defined and other workers - if necessary roles and responsibilities. Ensure the Board know of any issues where
Lack of corporate buy in to the neighbourhood management model	The approach is not seen as a positive model, and the local area agreement is sidelined.	L	H	Raising the profile and ensuring the led approach is quantified through feedback. This should then be put community and the agency partners feedback.
Contracts within the local authority affecting satisfaction levels with service delivery in the area.	Communities seeing local authorities as ineffectual when faced with change.	M	M	Negotiate with contract managers to maintain flexibility within corporate changes at a local level.

