

The Way Forward – a background briefing paper for ESSP

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Section 1

Comprehensive Area Assessment

Overall the Comprehensive Area Assessment (CAA) is positive and paints a picture of East Sussex that the ESSP will recognise; however there are a number of areas where the ESSP will want to form a view about whether the analysis and conclusions drawn by the Audit Commission are completely correct and the relative weight the ESSP wishes to give to responding to issues raised.

The CAA recognises the strength of partnership working:
'partners work well with local people to understand their needs'
'the partnership (ESSP) is a mature decision making body. Leadership is effective...'

All of the issues raised by the CAA are being tracked through a document which pulls out the 'buts' in the assessment and seeks to record action being taken, this has been collated by the CAA Lead Officers Group (Appendix 1). Service specific issues will be of interest to the ESSP but there are also some overarching comments that the ESSP will wish to consider.

The overarching issues can be summarised as follows:

- *'it is not always clear which gaps are being targeted or what the vision is for specific people and places'* e.g. 'narrowing the gap' and reporting on targeted 'hotspot' activity . It also implies that some priorities are less well developed and co-ordinated than others e.g. community strength and leadership, health and wellbeing, and culture, sports and leisure
- *'no clear strategic approach setting out how individual partners work together'*

In articulating a vision for 2026, Pride of Place makes use of nine themes and two cross cutting age groups. Relative priorities for action in the medium term can be inferred, but perhaps not explicitly enough, from their inclusion in the LAA and from the five priorities: climate change, alcohol misuse, the recession, housing and improving transport (with ESSP champions) drawn from the fifteen actions within the countywide action plan.

The other mechanism identified for delivery of the priorities is through existing partnerships and their action plans. Some of these are countywide and thematic e.g. The Children's Trust, Safer Communities Steering Group or East Sussex Housing Officers Group, others are geographical e.g. the district and borough LSP action plans.

The vision for specific places is at present articulated through the action plans of the local strategic partnerships. Despite Pride of Place being the Sustainable Community Strategy for the whole of East Sussex and developed and agreed by all areas, not all the action plans at district and borough level are closely aligned with the agreed priorities of Pride of Place and many of the actions repeat those agreed and monitored by other agencies and partnerships. The chairs and co-ordinators of each of the LSPs in East Sussex are meeting two days before the ESSP meeting to begin to explore these issues.

LAA Refresh

Guidance on the LAA refresh for 2009/10 has now been issued; it seeks to ensure the annual review is proportionate and adds value. The focus of the review is on delivery and addressing any risks identified through CAA. For us in East Sussex the changes are minimal. There is a need to finalise or 'lockdown' the economic targets impacted by the recession. – NI 153, 154 and 155. There is also some updating of baselines – NI 20 and 30; and the addition of new academic year targets for the mandatory educational achievement targets.

As the timetable for the refresh requires local conclusion and adoption of the revised LAA by 12 March 2010 for submission to CLG by 17 March 2010, the ESSP will need to consider how it wishes to approve the refreshed LAA as the timetable requires that the LAA is 'signed off' before the next ESSP Board meeting.

Section 2

Financial Outlook

The financial outlook for public services (and consequently also the voluntary sector) in the medium term is bleak. Next year, 2010/11 is the final year of the current three year Comprehensive Spending Review for local Government where there is relative certainty of funding. Beyond that, and whatever Government is in power, there will be major restraint in public spending. All partners are going to have to make considerable savings, identify more efficiencies, do things differently and, even, do different things.

Total Place

Total Place is a Government initiative that will consider how a 'whole area' approach to public services can lead to better services at less cost. The impact of the economic downturn means all of the public sector needs to find new and more efficient ways to serve the public. Total Place, or the concepts associated with it, seems to have all party support, so is likely to continue beyond the general election.

There are three complementary strands that make up Total Place, each of which is critical to ensure that together public services are made better for people at lower cost by doing things differently.

Counting

This process maps the totality of public money flowing through a local area (from central and local bodies) and makes links between services, to identify where public money can be spent more effectively. The aim is to deliver efficiency savings across the sector within an area. For the pilot authorities involved in Total Place the “counting” element is undertaken in two stages:

- an initial **high-level** counting of total public sector spending in each pilot place, to be conducted locally in the first phase of the project to provoke and stimulate challenge local partners about how public money comes together
- a **deep dive** look in more detail at the public spending specific to the theme that each pilot chooses to focus on and linking directly with work on service transformation .

Culture

This process looks at ‘the way we do things round here’ and how that helps or hinders what is trying to be achieved. Where barriers are identified the next stage would be to work for their removal. The aim is to innovate to improve the service offer of the public sector.

Customer

This approach looks at how services are delivered and considers the opportunity for their increased development from the user’s perspective. The aim is to build customer-centric services delivered through a connected public sector.

There are 13 pilot areas across England participating in the scheme, with each area ensuring a diverse mix of economic, geographical and demographic profiles. The pilot areas and the themes they are considering are:

- Birmingham - Alcohol and Drugs; Mental Health; Learning Disabilities; Guns and Gangs; High Deprivation Neighbourhoods
- Bradford - Offender Management; Customer Access
- Coventry, Solihull and Warwickshire - Children’s Services and Social Care
- Croydon - Children’s Health and Wellbeing
- Dorset, Poole and Bournemouth - Older Peoples’ Services
- Durham - Housing and Regeneration
- Kent - Asset Management; Customer Access
- Leicester and Leicestershire - Alcohol and Drugs; Mental Health
- Lewisham - Offender Management; Minimising Reoffending; Worklessness and Young People; Procurement
- Luton and Central Bedfordshire - High Contact Families
- Manchester City-Region including Warrington - 0-5 year olds
- South Tyneside, Gateshead and Sunderland - Alcohol and Drugs; Crime and Anti-Social Behaviour; Young People’s Lifestyle Choices
- Worcestershire - Worklessness and Young People

The pilot areas commenced their work on Total Place earlier this summer. Government has set the general direction of Total Place but the pilots have been given the freedom to act in a way that meets their local needs. Feedback from some of the pilots is that this autonomy has enabled some real creative and innovative thinking but actual outcomes are yet to become clear.

Local efforts by the pilots are matched in Whitehall with a Ministerial group (chaired by the Secretary of State for Communities and Local Government) and a Director General level reference group across Government departments. The

groups meet every three weeks to monitor the progress of the pilots and to understand what is needed to eliminate barriers and create incentives to joint working. Appendix 2 contains a recent article from the Municipal Journal outlining some of the key messages already emerging from Total Place.

Total Place in East Sussex

While compiling a complete map of total public spend within East Sussex would require significant resources; a quick and rough analysis of readily available information indicates that total public spend within the county in 2006-07 was in excess of £3 billion. This is not a fully comprehensive figure as it does not include the totality of public spend. It is important to remember the substantial array of services and demands associated with this spend as well as the resources.

Public Spend within East Sussex in 2006-07

Organisation/Department	Spend
Local Authorities and Fire	1,132,691
Police	209,484
Health	706,866
Department for Work and Pensions	1,088,500
TOTAL	3,137,541

Information obtained from the Local Spending Reports published in line with the Sustainable Communities Act 2007.

It is worth noting that the partnership arrangements for the Safer Communities Partnership are already undergoing a fundamental review, led by Sussex Police, in order to reduce costs and maximise delivery of community safety to local communities. The ESSP will want to see what the outcomes from the review are and whether they may have wider application.

Appendix 3 contains a letter written by Jeremy Leggett to Cllr Peter Jones, the Leader of East Sussex County Council concerning the future vision for the ESSP and Cllr Jones' response.

Section 3

Political Aspirations

The Conservative Party outlines in 'Control Shift – Returning Power to Local Authorities' the following policy proposals:

- cut back local government inspection and abolish the Comprehensive Area Assessment;
- abolish all regional planning and housing powers exercised by regional government;

- strip the Regional Development Agencies of their powers over planning; and give local governments the power to establish their own local enterprise partnerships to take over development functions from RDAs;
- phase out ring fencing, so that decisions about how councils spend their budgets are taken by councils and their citizens alone;
- will not instigate any amalgamations or reorganisations. Councils will be left free to decide on sensible co-operation in the interest of their citizens.

Whilst there are no specific references to LSPs in the above policy paper, Bob Neill MP the Shadow Minister for Local Government in a keynote speech on ‘How would LSPs change under Conservative leadership?’ at the national LSP conference in June 2009 said that whilst the Conservative party were originally agnostic about LSPs, that they now see that if they are run properly they can add value. The Conservatives would leave it to the local Authority to decide the form and shape the LSP takes. *“There is a bright future for LSPs if they focus on improved services and efficiencies”* (Bob Neill).

The Labour Party

In a recent conference on the future for LAAs the Minister for Local Government, Rosie Winterton, outlined that the combination of Total Place and LAAs were key to addressing some of the issues arising from public expenditure restraint.

“And here’s where the mutually-reinforcing combination of LAAs and Total Place is very important.

One focusing on priority outcomes agreed across each place and with central Government; the other driving delivery forward with a focus on efficiencies. Both about stronger partnership working, and reshaping services around users and citizens.

Frankly, saving money without better outcomes is no real saving at all. We need to ensure we can successfully produce radical savings and deliver better outcomes, responding to local needs and priorities.

This, along with an effective devolution of power, leadership and accountability to strong elected local authorities, is the key to meeting the challenges we face today.”

A White Paper is expected on improving public services within the context of a long term public spending squeeze. It is likely to include a ‘whole area’ approach to public services leading to better services at lower cost.

The Liberal Democrats say that they *will do things differently, because they believe local people and families know best how things should be done in their area. They will scrap all the silly targets the government sets, make sure local taxes are spent locally and give people a real say over things like their local NHS, neighbourhood policing and new housing.*

(from Liberal Democrat website)

East Sussex CAA Area Assessment Issues Tracking October 2009 V2

Appendix 1

Issue/Recommendation	Response
How well do priorities for East Sussex express community needs and aspirations?	
<p>1. There are differences in the quality of life for people in different parts of the county. Pride of Place understands this and sets out to narrow gaps between the least and most deprived communities. But it is not always clear which gaps are being targeted or what the vision is for specific people and places. ...But there is no clear strategic approach setting out how individual partners work together. Partners need to show more clearly which particular groups and places are targeted across all priorities to ensure they provide value for money and make a real difference to local people through working together.</p>	<p>From the LSP perspective we need to be clearer about how individual partners work together. There is an early January away day organised to address this and what is produced will be shared with partners for comments.</p>
Economy, jobs and prosperity	
* NEETS moved to Education	
<p>3. ..economic gaps being targeted are not well defined. So it is difficult to say whether partners will achieve shared goals or whether they are providing value for money. Partners need to say more clearly what they are doing and what they plan to do so that progress can be better monitored</p>	<p>An updated housing agreement plan and economic strategy will be produced by 1 April. These will make clearer what we are trying to achieve.</p>
<p>4. Partners work well with voluntary groups and joint work is helping people to become ready to return to work. But they need to find better ways to use the information from the many and varied local businesses and make them feel more engaged. Partners recognise this and are looking for ways to give businesses a stronger voice.</p>	<p>See above.</p>
Transport, access and communications	
<p>5. The partnership understands that better transport boosts the economy and the well-being of local people. However, this complex process is in its early stages and it is too soon to make judgements on how successful it is. We will track progress against this priority including how communications technology contributes to the economy and well-being of local people.</p>	<p>Local Transport Plan 3.</p>

<p>6. Targets are likely to be missed for cutting the number of deaths and serious injuries caused by road accidents. But road traffic accidents involving children and young people are reducing. ...improvement is expected because the behaviour that causes accidents is being tackled.</p>	<p>An East Sussex Casualty Reduction Group is in the process of being set up.</p>
<p>Housing</p>	
<p>7. There is good work to meet the needs of some vulnerable people. But there is more to do. For example, to understand the current and future demands for adapting homes to meet the needs of disabled people and helping young offenders access suitable accommodation more quickly.</p>	<p>Charlie Lant is leading on this. Housing delivery group to include ESHOG and planners.</p>
<p>Environment and climate change</p>	
<p>8. The local importance of climate changes is understood. Partners are starting to work together to plan what needs to be done. The environment agency is taking an effective lead and working with partners to speed up progress. There is commitment to developing shared delivery plans for improvement. This includes making sure that plans for future development and change across the county – known as local development frameworks - do not make things worse for future generations. Partners understand the need to clearly set out what they plan to do. But it is too early to see a real difference.</p>	<p>A climate change board has been set up but has not met yet.</p>
<p>9. Individual partners are also making progress on climate change and cutting their carbon dioxide emissions. We will track progress but the building blocks being put in place look positive.</p>	<p>See above.</p>
<p>Education, learning and skills</p>	
<p>10. The area has fewer than average good or better primary and secondary schools. Educational attainment in East Sussex at age 16 is below average with big differences across the county– young people need encouragement to aim higher. Narrowing the gap between the highest and lowest achievers and between the most and least deprived communities is important. (Also mentioned under economy)</p>	<p>CYPP.</p>
<p>11. Persistent absence from school however, although improving slowly, is much higher than in similar areas.</p>	<p>CYPP.</p>

<p>2. Numbers of young people aged 16-18 who are not in education, employment or training are gradually reducing but remain high compared to similar areas. (Also mentioned under economy)</p>	<p>East Sussex received funding for an LAA exemplar project on NEETs.</p>
<p>* Skill levels are mixed. Seven out of ten people have skills equivalent to five good GCSEs – around the average for the South East. But there is a marked difference across the county with lower skills levels in Hastings and Rother and higher levels in Lewes. Nearly half of local businesses say they can't recruit because of skills shortages</p>	<p>CYPP. Adult learning and skills board.</p>
<p>Health and Wellbeing</p>	
<p>12. Life expectancy varies by more than 13 years. People tend to die earlier in more deprived areas. Partners aim to reduce health inequalities by ten per cent in the 20 wards with the lowest life expectancy. Improvements are being made in people's health and wellbeing. But the ESSP gets little information about this complex area and how well local priorities in Pride of Place are being met. For example, there is no clear picture of what partners are doing together to reduce the difference in how long people live across the county or how they are tackling child poverty.</p>	<p>Need to consider how the work of the HIMPs is coordinated and fed into ESSP.</p>
<p>13. There is more to do to offer high quality health services for all people across the county. The quality of healthcare services ranges from weak to excellent depending on where you live and where you are sent for treatment.</p>	
<p>14. More than one in four adults smokes including high numbers of pregnant mothers. Last year, for example, nearly 3000 people quit smoking across the county though it is too early to see the impact on people's health.</p>	
<p>15. Admissions to hospital relating to alcohol are high. This is a particular concern in Hastings. In Rother and Eastbourne alcohol related problems for young people under 18 are higher than average.</p>	<p>Being addressed through the alcohol strategy.</p>

16. The numbers of teenage girls getting pregnant is falling overall but not as rapidly as in some parts of the country. Numbers are high in Hastings.	Teenage pregnancy partnership.
17. Care services for adults and services for older people are good and choice is improving. The County Council is encouraging voluntary or private companies to provide care and improve value for money but it needs to do more particularly in rural areas.	Putting People First process to deliver this.
Community safety	
18. More young people are convicted of crime for the first time than in similar areas or nationally.	Community safety steering group. DAAT.
19. Admissions to hospitals related to alcohol have increased. Partners recognise this as a key issue. The police and PCTs are jointly leading on understanding this better. They are starting to look at ways to improve data sharing across organisations and putting in place further steps to help bring down alcohol and drug related crime.	DAAT.
20. The proportion of young people who report they misuse substances is the same as seen nationally. The extent of this misuse varies across the county and risk taking behaviour is a particular concern in some areas.	DAAT.
21. Partners work well together. There is strong commitment to reducing crime and understanding of the impact on health and economic prosperity. But partners have not set out clearly which hotspots they are targeting which means that monitoring is against general progress rather than specific hotspots.	DAAT.
Community strength and leadership	
22. But partners do not set out a clear picture of what they are trying to achieve through this priority. They don't consider how well they are doing and tell local people. This is an area that could be developed by building on recent survey results which show that just over a quarter of East Sussex residents say they would like to be more involved in local decision making in the future.	Need to review how this is expressed as a priority. Consultation group – can we demonstrate using results?

<p>* Survey data shows that people's sense of belonging to the area and treating each other well is around the average for England but there are variations across the county. Four out of five residents agree that people from different backgrounds get on well together...More than three in five people have a strong sense of belonging to their neighbourhood</p>	
<p>Culture, sports and leisure</p>	
<p>23. The partnership has agreed the priority for 2026 'to enable everyone to enjoy a wide range of cultural sporting and leisure opportunities'. This is very broad and gives no detail about how the partnership will work to improve services for local people. ... activities are not coordinated. Partners don't have enough information to be sure there is value for money across the partnership and there is no clear means to enable partners to monitor how well they are handling this priority.</p>	<p>A county wide cultural strategy is in development. Action – Boroughs and districts to ask their sports leads for thoughts on whether we need to coordinate sports and leisure activities across the county.</p>

From the Municipal Journal 19.11.2009

Stephen Taylor and Phil Swann pull out ten key messages from the Total Place pilots which they believe will transform local government service delivery if implemented.

It's hard to walk away from the proposition of Total Place: that if we start from what citizens want rather than what organisations do, we get more for less with the public money going into a locality. Now, after several months experience on the ground, we can see the lines of attack. Here are ten. Taken together they turn inside out the way we provide public services.

Prevention versus cure

A shift from fixing things to stopping them breaking in the first place. Cost benefit analysis is likely to show that this is a much better way to spend money. But it requires major reconfiguration in how work is done because there is so much organisational and occupational investment in 'cure'.

Case management

A switch from addressing parts to addressing wholes, eg that an alcoholic may also be unemployed and have family problems. This means more than an expensive and often ineffective multi-disciplinary approach. It means turning on its head the way we think about social support so that the focus is all of an individual's life, not the presenting issue.

Junctions

We drop the ball at interfaces, eg when an old person leaves hospital to return home or when a young person leaves school to go to work. Transitions in people's lives and circumstances often don't match organisational boundaries. The answer is not more co-ordinating jobs but connection between the staff already doing the work.

'80-20'

It is well understood in the commercial world that 20% of customers probably account for 80% or more of business. Demand for many public services is far more concentrated. If attention is focused on these high cost users there is an opportunity to break recurring patterns and dramatically reduce overall expenditure.

Dispersed infrastructure

Public service organisations still operate largely from their own buildings, support functions (IT, finance, HR etc) and base of policy, research and intelligence. If these are connected not only is there a large saving but integration of what they do becomes much easier.

'Marbled in' bureaucracy

Poor internal processes and poor people management create hidden administrative overheads, for example one part of an organisation imposing demands on another which creates work without adding value. This needs to be tackled with lean thinking which drives out activity not contributing to an end result. Money released by doing this can support spend to save investment elsewhere.

Decommissioning

It is one thing to identify a potential efficiency, another to realise it. Efficiencies may be swallowed up by formerly unmet demand. To realise an efficiency in cash terms requires that activity is stopped and the resources spent on it decommissioned.

Community connection

The demand for public services is bottomless if people assume that the state rather than their family, friend or neighbour is the first and natural source of support. So we look for better ways to help households and communities become self-confident and self-reliant.

Commissioning not producing

The underlying model of public service remains a 'factory' one, with most leadership attention and energy going into doing things rather than ensuring they get done. Instead the primary task needs to be seen as commissioning results, with a pragmatic view of how they are best delivered.

Programme working

Pooled budgets are a step in the right direction. But the goal must be that all the public money going into a locality, including that from central government, is viewed and directed as a totality. This means a fundamental shift to a programme approach, in which work towards specific outcomes is funded for a fixed period and ongoing standing structures are minimised.

Responding to these themes has deep implications for local governance and in particular the relationship between council, health service and police and the role of the LSP. Given that councillors are elected to pursue the overall interest of their area, they would be expected to take a fuller interest in the work of the LSP as its influence over the direction of local public expenditure grows, and conversely a lesser interest in the operational activities of the council.

This is all very well, I hear you say, but we've known these things for years: what does Total Place add? The answer is absolutely not 'some tools in a programme management bag'.

The answer is creating a different kind of conversation between people.

Without that ideas stay just that: ideas. If you think this is mushy, go and talk to people in [Cumbria](#), [Suffolk](#), [Wiltshire](#), [Birmingham](#), [Swindon](#), [Westminster](#), [Harrow](#), [Lewisham](#), [Dorset](#), [Poole](#), [Bournemouth](#) and elsewhere who are doing it.

Stephen Taylor and **Phil Swann** lead Total Place programmes within the 13 national pilots and elsewhere. stephen.taylor@taylorhaig.co.uk
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JL/NS

27 November 2009

Mr P Jones
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Dear Potor

I thought I would follow up the budget consultation meeting earlier in the week in my capacity of Chairman of ESSP.

First, I am grateful for your honest appraisal of the situation that lies before all of us. For what little it is worth, since your expertise in these matters is much greater than mine, I suspect that as a society we have not even begun to learn the lessons from the last eighteen months and you are right to be gloomy about the future consequences of this for the public purse.

I was particularly interested in you views about streamlining public sector structures locally, and where appropriate, sub-regionally. I have been keen to get ESSP to look at the lessons that are starting to be learned by Total Place. Whilst Total Place is an initiative associated with the current government, I suspect that no incoming one will be able to ignore what might emerge from it. However, it is not the only game in town. I understand the political leadership in Herefordshire Council, an area as rural as East Sussex and not dissimilar in a number of other ways, are pursuing an integration agenda independent of the Total Place pilots and to greater effect. I wonder if there are lessons for both ESCC and the other partners on ESSP to learn from this.

Do you have a vision for what ESSP might evolve into, or perhaps be replaced with, over the next few years? Some of the current members of ESSP may be resistant to change, many others, however, will not. Again, I wonder if some confidential 'blue sky' discussion would be helpful whilst there is still time to smooth the way.

With best wishes.

Yours sincerely

Handwritten signature of Jeremy Leggett

Jeremy Leggett
Chief Executive

cc: Cheryl Miller, Chief Executive
Cllr Bob Tidy



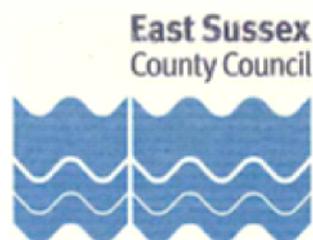
Sussex Rural Community Council (SRCC) is a charity which is limited by guarantee. Charity Reg. No. 1095601. VAT Reg. No. 587 4915 76. Company reg. no. 0414 England No. 2107172. President: Mr & Mrs Peter and Elizabeth of W94 Sussex. Chief Executive: J. Leggett. Action in rural Sussex is a member of the Rural Community Action Network.



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Councillor Peter Jones
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21st December 2009

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Dear Jeremy

Thank you for your letter following the budget consultation meeting. I am sorry for the delay in responding. Having discussed the issue with Becky Shaw, I am aware that you, with some support from officers here, will be prompting a debate with ESSP Partners in January about the future for the Partnership and how it can evolve in the impending financial circumstances to add as much value as possible. I gather that the report that has been put together will draw not only on Total Place experiences elsewhere but also on a range of other current drivers and contexts.

I am aware of the work that is going on in Herefordshire where, with Chris Bull as the Chief Executive of both the Unitary Council and the PCT, they are pursuing an integration agenda. I have asked Becky to find out any specific lessons from Herefordshire and, indeed, from any other relevant areas about how joint working and partnership integration is evolving. There is some significant work already going on locally too to improve how we co-ordinate the various strands of integration with health and ESCC. I strongly agree with your diagnosis that the Total Place initiative is an interesting one but, to be successful locally, I believe we need to find something that will play to the strengths of our area. This must include finding ways to engage the Government, not just as an "assessor" of our success, but also as a key partner for as long as they continue to deliver (whether directly or through quangos) significant local services/resources. As you are aware I am very ambitious to develop new ways of working across the public sector! I look forward to having those discussions with you.

I can confirm the commitment (which I'm sure has been communicated through Bob, Becky and their team) to the ESSP evolving and suggest that you talk to Becky about the tactics of maximising partners' engagement. If at any time it would be helpful for us, together with Bob Tidy and potentially other members of the Cabinet, to meet I would be happy to do so.

Yours sincerely



Peter Jones

Happy Christmas .

Cc. Bob Tidy
Becky Shaw
Alison Horan

eastsussex.gov.uk

Questions

In the light of some of the challenges facing ESSP partners now and over the coming year it is opportune for ESSP to reconsider some fundamental questions that will ensure our local arrangements are fit for purpose and sustainable.

General

1. If we had a blank sheet of paper what (if any) partnership structures (and sub structure) are needed and sustainable and why?
2. What added value does the ESSP currently bring, over what is currently delivered by existing agencies and partnerships?
3. How could the value of ESSP be optimised, either by increased added value, reduced costs or both?
4. As individual members what does your organisation get (and give) by being a member of the ESSP?

CAA

5. Have we sufficiently articulated the outcomes of the nine priority themes of Pride of Place i.e. what would success look like?
6. Can we identify what the key performance indicators are that tell us that Pride of Place is being achieved?
7. Are some themes more important than others, or if all equally important, should activity on some take higher priority for development than others?
8. How could we simplify the delivery and monitoring of Pride of Place?
9. How can activity at different spatial levels be captured and how does this get reported/ noted by ESSP?

Total Place

10. Which aspects of Total Place are worth further consideration by the ESSP?