

Essex Local Area Agreement 2012 Thematic Partnership Annual Report 2008/09

Summary of overall progress

The Essex Working Group for the 2012 Games was established in 2004 and endorsed by the Local Strategic Partnerships for Essex, Southend and Thurrock and part of the emerging Nations and Regions Group, the Partnership worked across greater Essex to build public support for the bid.

Following the success of London's bid, its revised aim was 'to provide the leadership for a partnership that will ensure that Essex, Southend and Thurrock secure a legacy from the London 2012 Olympic Games and Paralympic Games.'

The Action Plan for an Essex Legacy from the London 2012 Games was launched in November 2006 by Essex County Council on behalf of the Partnership; providing a framework for a legacy that partners across Essex are now working to achieve

The group, now formally named the Essex Strategic Board for a Legacy from the 2012 Olympic Games and Paralympic Games is partnership responsible for ensuring the actions in the Action Plan are taken forward, and that ultimately a legacy from the 2012 Games is delivered across greater Essex. The partnership gains its authority from the Local Strategy Partnerships for Essex, Southend and Thurrock and represents Essex's interests at regional and national level. Within the Essex Partnership the Essex Strategic Board is one of the key strategic thematic partners and securing a legacy from the London 2012 games is a key theme within the Essex Strategy 2008 - 2018

This year the Partnership has reviewed its objectives and governance to sharpen its focus and its monitoring of delivery in order to secure a lasting legacy from 2012 and also being mindful of its responsibilities with regard to the Essex LAA priority to increase participation in culture and sport.

Key successes in the past year have been:

- the award of 3 Inspire Marks for Cultural Olympiad events, notably for the Essex-Jiangsu Festival
- ECC has been awarded Beacon Status on behalf of the 2012 partnership for good practice in our joint way of working
- Hadleigh Farm has been confirmed as the Olympic Mountain Bike venue

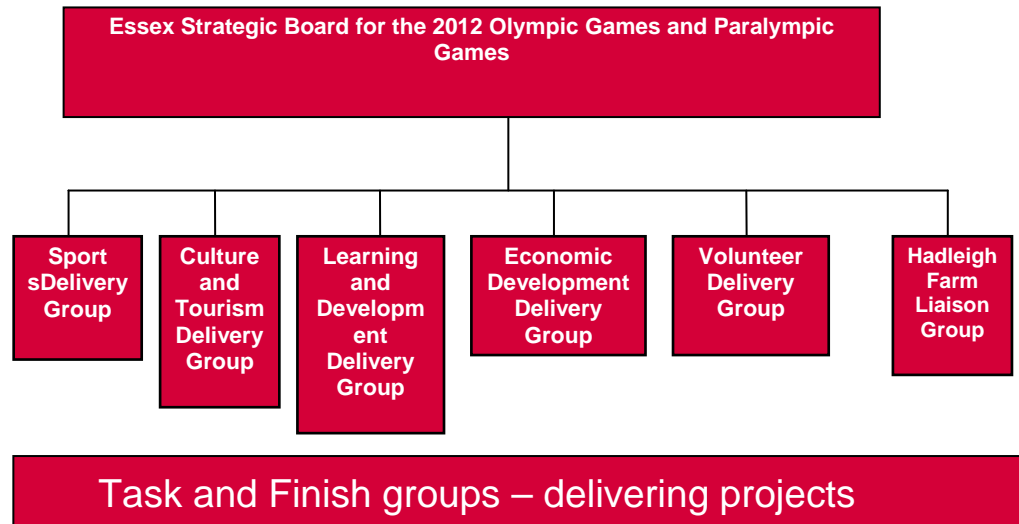
Partnership development

The Partnership has refocused its objectives for the next 3 years:

1. Increasing Physical Activity and Sports Participation
2. Delivering a Successful Cultural Olympiad
3. Maximising the Economic Impact of the 2012 Games in Essex
4. Pre Games Training Camps: leveraging Essex's existing infrastructure
5. Learning and Development
6. Supporting Volunteers

This is reflected in a revised governance structure:

The Essex Strategic Board – Delivery Structure



Each group will deliver on three over-arching objectives:

1. Demonstrably increasing **participation levels** across the county
2. Building additional **capacity** in order to sustain activity levels up to and beyond 2012
3. Increase the **economic impact** to Essex of the groups activity

Roles & Responsibilities for the LAA Priority to increase participation in sport and culture

NI8 – adult participation in sport and active recreation for which sportessex is the target lead

NI11 – adult participation in the arts

Objectives 1 & 2 outlined above clearly link to NIs 8 & 11 but there are also cross-cutting links within the roles Partnership Delivery Groups to the volunteering, health & wellbeing, education & skills as well as the economic priorities and targets in the LAA.

NI 8 is coordinated, recorded and reported on by sportessex who ensures that this information is connected to the relevant reporting groups NI11 is monitored by the Culture & Tourism Delivery Group and which will report progress back to the Strategic Board. There is clear linkage and understanding within the Partnership of roles and responsibilities, as can be demonstrated below.

NI8

This indicator is the responsibility of sportessex whose officers are managing the delivery of the NI8 projects. The new business plan for sportessex will include the key projects that are already being rolled out and which will be monitored through its

governance structure. Roles and responsibilities for all partners involved in planning and delivery are clearly stated before commencing any delivery, followed by regular meetings to ensure that these remain clear and that projects are on track or if any measures need to be put in place. Workforce and club development are addressed as part of the wider agenda but will have obvious links to these projects and the pathways created. The voluntary and community sector are integral to the sustainability and development of all projects and have been involved either directly in the projects or indirectly through workforce or club development.

NI11

The Culture Task and Finish Group delivering the NI11 projects is a Steering Group drawn from the Essex Association of Culture & Leisure Officers (EACLO), Essex Arts Officers Group and Arts Organisations. Some of these are also members of the 2012 Culture & Tourism Delivery Group to ensure continuity. Day to day management of the projects and budget is undertaken by Essex County Council's Heritage & Arts Team. The Head of Heritage & Arts is the NI11 target lead, serves on the 2012 Culture Delivery Group and is currently Chair of EACLO.

Impact of economic situation/revised priorities

NI8 – sportessex:

The majority of funding was secured in what was a more stable environment, which on the whole has meant that recent changes have had little impact. There was only one project where it proved difficult to find the match funding despite strong efforts by sportessex and partners. Indirect impacts have been experienced through changes to staff structures within several of sportessex's delivery partners – this has impaired efficiency. It has been reported at a national level that the current economic climate has had an impact on the leisure industry as a whole, this includes an impact on local sports clubs. However, until a significant monitoring period against projects within NI8 has been completed, it is impossible to decipher as to whether the financial climate has had an impact on them

NI11 – culture:

The Essex-Jiangsu Festival, which formed the key action for 2008-9, had all of its funding in place and has been successfully completed. The project for 2009-10 is also fully funded. We are as yet uncertain about how the downturn will affect cultural organisations and people's propensity and ability to engage in cultural activity for 2010-11. It may be more difficult to attract matched funding (especially sponsorship) for OneWorld-OneEssex but it is likely that if we can develop a range of free or low-cost events and activities that these might be more attractive to people with less cash to spend. Similarly there are signs that people are less inclined to travel far for events or holidays and so we might attract more attendances and participation in local and community based activities in Essex. The LAA and the development a cultural target has helped raised the profile of arts and culture and the ambition of partners across Essex.

Delivery planning and cross-partner challenge

The 2012 Partnership has developed annual delivery plans centred on a series of themes. Last year was named 'Taking the Baton' and this year is 'Building Momentum'. The content of the Delivery Plan is informed by the Delivery Groups, also taking into consideration feedback from partners and stakeholders gathering at an annual conference where progress is reported and workshops undertaken to consider key actions for the coming year. The latest conference was held on 1st April

2009 and the overarching delivery plan is currently being prepared. The LAA targets and associated projects were central to the planning process in the culture workshop.

The Annual Reports and Delivery Plans are published both in hard copy and on the 2012 Legacy website: <http://www.essexlegacy.org/>

Underneath this are detailed plans for both targets:

NI8

sportessex has used delivery plans to measure development of projects and to help to flag areas that need particular attention, whether this be due the current delivery method not working effectively or whether timescales need to be revisited. All delivery partners enter into a Partnership Agreement at the beginning of projects, to ensure that all parties are aware of their roles and responsibilities, including the key targets that they are working towards and the monitoring and evaluation processes that they are required to adhere to and report against. sportivessex has its own risk register and a specific risk register was completed alongside the LAA application to ensure that all potential risks had been identified. It is also key to work with partners to help to identify any other risks that may affect individual projects and have identified solutions to these risks.

NI11

As day to day management of the NI11 projects sits within the ECC Heritage & Arts Team they have been integrated into the service planning process. This ensures that issues of risk, equality and sustainability are built into the delivery plans and evaluation.

The Essex-Jiangsu Festival has proved to be a well-regarded model for partnership working in the delivery of a countywide cultural festival that had a wide range of partners including all local authorities, schools, HE establishments, cultural organisations, community groups and businesses. The success of the Festival has already created a willingness and appetite for more joint enterprises where the whole is greater than the sum of its parts. The Steering Group will monitor progress and a partnership group led by a dedicated manager will develop and implement plans.

Use of resources

The Strategic Partnership oversees effective use of resources through the mechanism of the Task and Finish Groups reporting upwards via the Delivery Groups.

NI8

sportessex ensure that regular meetings are held with delivery partners to assess project progress and to identify and solve any problems that may arise at an early stage. Key reporting information such as participation and throughput is collated quarterly in line with the performance management framework that sportivessex works towards, this is added to the qualitative information obtained through meetings and provides an indication of the effective use of resources. An example of effective project management which highlights the need for personal relationships to be built and to maintain communication with partners is the workplace health project. This project saw a change in the amount of funding that was allocated from the original project plan and this meant that the use of resources and project timelines had to be

adjusted to enable the project to move ahead towards targets and to ensure that a wide population experience a quality project within the reduced budget.

NI11

The Essex-Jiangsu Festival had a core budget of £238,000 and leveraged partnership contributions up to c£750,000.

The 2009-10 campaign has an assigned PRG budget of £25,000 and has leveraged a further £25,000 from partners.

We will use the core assigned PRG budget for OneWorld-OneEssex to leverage partnership funding and sponsorship, using the success of the Essex-Jiangsu Festival as a role model.

Sharing and using information about performance

The Partnership monitors progress via the structure of meetings outlined in the chart above. Ongoing monitoring is undertaken at target level and reported at the LAA PMG group.

NI8:

sportessex uses a variety of different reporting mechanisms which include:

- Reports to the various LAA groups
- Reports to Sport England regarding their investment within the programme
- Individual projects will also report back to their Boards of Management and partners involved within delivery
- sportessex will report on progress to its Board of Management, Executive Board, Community Sports Networks, activealliance Chairs, National Governing Bodies Forum.

Reports will include how projects are progressing against targets and the projects which will be delivered in the future to engage partners and to open up opportunities for new partnerships to be formed. Within these reports it is key to highlight areas where problems have been solved and to also highlight the best practice of partner organisations. Where projects will be running over a long time period, there should be constant learning and the end reports should reflect that this has taken place. It is key to demonstrate how investment has been used effectively to increase participation levels, whether the set targets are met at the end of the project or not.

NI11:

Report mechanisms:

- LAA Performance Management Group
- NI11 Steering Group
- Essex Association of Culture & Leisure Officers
- ECC service, directorate and corporate plan performance report mechanisms

The NI11 target is new and the baseline was only established in December 2008 via the Active People Survey. The sample was enhanced by the Arts Council to give greater reliability in those areas that had chosen NI11 as a stretch target. The survey of 2010 will also be enhanced to measure the success of the target. The 2009 survey, however, will have its normal number of respondents and will thus provide only a 'direction of travel'.

To back up this data all arts projects and regularly funded arts organisations are monitored and evaluated, this year with a new focus on asking participants and attendees additional questions that relate to the target. There is also a well

established countywide impact of the arts study, 'Creative Consequences' that provides valuable supplementary data. These reports are shared widely with partners, stakeholders and the public.

Improved outcomes

A key measure of success for the Partnership has been the award of Beacon Status:

Sadiq Khan, Communities Minister, said: "My congratulations go out to Essex County Council. The Beacons are about showcasing the very best in service delivery and in this, their final year, we really have seen some exceptional examples of using the Olympic Games and Paralympics legacy to encourage communities to be more active. Essex County Council is among the top performers in its field, setting the standard for innovation, service excellence and improvement. With the added emphasis on economic recovery in this year's Beacons, winners are ideally placed to share their knowledge and skills to improve the sector as a whole."

NI8:

New partnerships have been created in each project that will provide opportunities to participate to a larger audience. Project staff have been employed to oversee the larger projects which has increased efficiency.

- FE/HE cricket has seen continual increases in participation as well as developing and creating good club links to enable sustainability.
- Back to Netball has one confirmed course for the next quarter with 3 (in Harlow, Chelmsford & Tendring) close to being agreed.
- Futsal has two leagues in place - women's and college - that will complete next month; the winners of the Women's league will represent Essex in the National Final in Sheffield. A men's session will start on the 19th April in Basildon.
- The Harlow Adventure Challenge was enjoyed by 135 students and has created links to enable students to return and build on their experiences.

NI11:

The Essex-Jiangsu Festival has proven to be a great success with over 355,000 people attending or participating in events. An economic evaluation indicates that it may have generated some £2.5m for the local economy and created the equivalent of 21 full time posts. A number of events and workshops were held in schools or involved young people out of school. A wide range of community groups became involved in organizing events and members have gained new skills in the process. Several of these were Chinese community groups who have been able to showcase their rich culture to fellow citizens of Essex. New friendships and opportunities for future collaboration have developed from this. This model of working will provide a lasting legacy from both the LAA and 2012.

The festival is considered to be one of the major national events that launched the Cultural Olympiad, being awarded an Inspire Mark. It has featured in a number of regional and national publications, most recently the front cover of a DCMS report on excellence and improvement in cultural services.

Key issues/risks to delivery

The Partnership has spent time reviewing its structures but now the new governance model is in place it will make monitoring and reporting far easier.

NI8:

As with any project requiring staff capacity, a risk is always the recruitment of high quality staff and ensuring that they remain for the life of the project. This is also true within the individual projects themselves, as staff turnover and lack of knowledge will ultimately have an effect on the outcomes of projects. By ensuring clear communication, regular meetings and clear understanding these issues have been overcome to ensure all projects are moving forwards in an efficient manner.

The FE/HE cricket project experienced difficulties in gaining access to the colleges in January due to exams taking place which has delayed the delivery of the coaching sessions. They are taking place now and continue to build momentum and reach.

Potential risks are being monitored but there are no substantial threats at this early stage. It is a little premature to compare developments between projects.

NI11:

So far there have not been any major problems as all the partners are committed to the projects and the overall aim to meet the target through a variety of means.

Key risks for delivery relate to threats to local authority budget reductions over the next two years. These are causing both losses of staff (arts development officers) and project budgets. ECC has retained the officer who managed the Essex-Jiangsu Festival to lead on LAA and 2012 cultural events, so this should mitigate some of the loss of capacity at district level.

The possible effects of the economic downturn have been discussed above. In terms of the effects of the recession on cultural providers, ECC has launched a Life Raft Trust to help attractions and organisations stay afloat if their viability has been severely adversely compromised.

Next steps**NI8:**

6 months

- All projects launched and year one only projects completed.
- Events to be held
- All projects to have reports for at least one quarter

12 months

- Return projects closer to initial trajectory path

NI11:

6 months

- 2009 PRG funded project 'ExploreCulture' developed and launched
- Essex Summer of Art held from May-September
- 2012 PRG funded project 'OneWorld-OneEssex' planned

12 months

- 'ExploreCulture' campaign complete and evaluated
- OneWorld-OneEssex celebration underway
- Planning for future Cultural Olympiad projects underway

**NI 11 - % of respondents who have engaged in the arts in the last 12 months
County Baseline Data**

