



Uttlesford District Council

Chief Executive: Dawn French

Governance, Audit and Performance Committee

Date: Tuesday, 9th October, 2018

Time: 5.30 pm

Venue: Committee Room - Council Offices, London Road, Saffron Walden,
Essex CB11 4ER

Chairman: Councillor E Oliver

Members: Councillors G Barker, J Davey, J Gordon, N Hargreaves, S Harris,
D Jones (Vice-Chair), G LeCount, B Light and G Sell

Substitutes: Councillors A Anjum, A Dean, J Freeman and M Lemon

AGENDA PART 1

Open to Public and Press

1 Apologies for absence and declarations of interest

To receive any apologies and declarations of interest.

2 Community Governance Review 2018

5 - 12

To consider the Community Governance Review 2018 report.

3 LGA Corporate Peer Challenge progress report

13 - 30

To receive the LGA Corporate Peer Challenge progress report.

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Website: www.uttlesford.gov.uk

Committee:	Governance, Audit and Performance Committee	Date:	Tuesday, 9 October 2018
Title:	Community Governance Review 2018		
Report Author:	Rebecca Dobson, Democratic and Electoral Services Manager rdobson@uttlesford.gov.uk		

Summary

1. At its meeting on 26 July 2018, the Committee resolved to approve terms of reference and timetable of a limited community governance review. The reasons for undertaking the review are set out in the original report. The timetable provided for consideration of submissions received during the first consultation.
2. The Committee is now asked to approve publication of recommendations which take into account representations received, to enable any interested parties to make representations on such recommendations.

Recommendations

3. In respect of the boundary review at the development known as Sector 4 at the Woodlands Park development at Great Dunmow which is located in the parish of Little Easton and shown in brown on the map at Appendix 3:
 - a. That the existing parish boundary between Little Easton parish and Great Dunmow North ward, which is shown in green on the map, be altered as indicated on the map by a broken line marked in red, so that the area shown marked in brown, comprising the development known as Sector 4, be transferred from the parish of Little Easton to Dunmow North ward;
 - b. That in order to give effect to the outcome of the Community Governance Review of the parish boundary, a polling district for local government elections be designated in respect of the area marked in brown, The Dourdan Pavillion be designated as a polling place for such polling district;
 - c. That recommendations be made to the Local Government Boundary Commission and Electoral Commission to make a consequential changes Order to give effect to alterations to align the boundary of the district ward and county division with the modified parish boundary.
 - d. In respect of the electoral arrangements which apply to the Great Dunmow North ward, to increase the number of the parish councillors by two.
 - e. In respect of the electoral arrangements which apply to the parish of Little Easton, to make no change in the number of the parish councillors.

4. In respect of the electoral arrangements review for the parish of Aythorpe Roding, to increase the number of parish councillors by one.

Financial Implications

5. None

Background Papers

6. The following papers were referred to by the author in the preparation of this report and are available for inspection from the author of the report: none.

Impact

- 7.

Communication/Consultation	Consultation has been carried out in accordance with the terms of reference of the review.
Community Safety	None
Equalities	None
Health and Safety	None
Human Rights/Legal Implications	None
Sustainability	None
Ward-specific impacts	Thaxted and The Eastons, Great Dunmow, High Easter & The Rodings
Workforce/Workplace	None

Situation

8. At its meeting on 26 July 2018, the Committee resolved to approve terms of reference and timetable of a limited community governance review. The reasons for undertaking the review are set out in the original report. The timetable provided for consideration of submissions received during the first consultation. The Committee is now asked to approve publication of recommendations which take into account representations received, to enable any interested parties to make representations on such recommendations.
9. For ease of reference, the previous report to the Committee is included as Appendix 1.

10. The first consultation was published in accordance with the agreed terms of reference and timetable, on 30 July 2018. The first consultation finished on 31 August 2018.
11. During the first consultation, representations were received from those parish councils whose parish boundaries and electoral arrangements are the focus of the review. Comments were also received from members of the Committee during the meeting at which the report was considered. All the representations affirmed support for the proposals. In response to the supply of a more detailed map of the proposed boundary change to the Parish Councils of Little Easton and Great Dunmow, support was expressed by both those Councils that the proposed boundary (Appendix 3) was acceptable.
12. The next stage is a second consultation to publicise recommendations which take into account any submissions received.
13. The District Council, as principal authority, has power to change parish boundaries and parish electoral arrangements by Order.
14. In respect of the increase in the number of parish councillors for the parish of Aythorpe Roding, it is considered an increase of one, rather than two, parish councillors, is appropriate, to enable the parish council to overcome the difficulties it has reported in arranging meetings which are quorate. If, however, electoral arrangements were changed to increase the size of the parish council by two parish councillors, there could be a risk of failing to elect or co-opt all places on the parish council.
15. In respect of the alteration to the parish boundary transferring Sector 4, consideration must be given as to whether any change would be required to the electoral arrangements for each of the parishes affected by the boundary change.
16. No change is recommended in respect of the representation for the parish of Little Easton.
17. As the parish of Great Dunmow is warded, it is necessary for the District Council, as principal council, to be mindful of whether the proposals could result in imbalance of representation between the North and South wards within Great Dunmow. Whilst there is no provision in legislation that each parish councillor should represent the same number of electors, guidance on the legislation indicates that the Local Government Boundary Commission for England believes it is not in the interests of effective and convenient local government, either for voters or councillors, to have significant differences in levels of representation between different parish wards. The following paragraphs set out the existing levels of representation for the Great Dunmow North and South wards, and set out how such representation would be impacted by population growth. The transition of Sector 4 to the North ward is included in the forecast figures.

▪	Ratio of Parish Councillors to Electors		Difference North/South
	North Ward	South Ward	
Existing electorate and existing representation (i.e. 7 councillors for the North ward and 9 for the South ward)	1:505	1:454	51
Five-year forecast increase in electorate, with no change to representation	1:653	1:495	158
Five-year forecast increase in electorate, with increase in number of parish councillors in North ward to 8, no increase in number of parish councillors for South ward	1:571	1:495	76
Five-year forecast increase in electorate, with increase in number of parish councillors in North ward to 9, no increase in number of parish councillors for South ward	1:508	1:495	13

18. The existing representation in terms of parish councillors for the Great Dunmow North ward is seven members, and for the South ward it is nine members. It is considered that the current Great Dunmow electoral scheme should be altered to take account of the change in the electorate based on the five year forecast, as otherwise there would be an imbalance in representation levels between the two wards. An increase in the number of parish councillors in the North ward by two would correct the imbalance.
19. The Committee is therefore invited to approve the recommendations set out above for second stage consultation. That consultation will take place from 15 October to 26 October 2018. The Order to be made, incorporating such recommendations and taking into account any further representations received, will be a matter for the Committee's approval at its meeting on 15 November.

Risk Analysis

20.

Risk	Likelihood	Impact	Mitigating actions
That identities and interests of the local community are not reflected, and that community governance is not effective or convenient	2	2	To conduct a limited community governance review in time to take effect for the ordinary local government elections in May 2019

1 = Little or no risk or impact

2 = Some risk or impact – action may be necessary.

3 = Significant risk or impact – action required

4 = Near certainty of risk occurring, catastrophic effect or failure of project.

APPENDIX 1

[Report to Governance, Audit and Performance Committee of 26 July 2018](#)

APPENDIX 2

Responses received to first consultation

<p>▪ In respect of the boundary review at the development known as Sector 4 at the Woodlands Park development at Great Dunmow</p>	
<p>▪ Representation</p>	<p>▪ Consultee</p>
<p>▪ This revised map makes sense and I would be grateful if you would put the proposal through to the next stage of the consultation.</p> <p>▪</p>	<p>▪ Clerk to Great Dunmow Town Council, by email dated 13 August 2018</p>
<p>▪ No further comments since the agreement to move the parish boundary. To incorporate the roundabout within the Dunmow boundary.</p>	<p>▪ Clerk to Little Easton Parish Council, by emails dated 9 and 10 August and 19 September 2018</p>
<p>▪ Agreement to the proposals</p>	<p>▪ Councillor G Barker, verbal comment at the meeting of the Committee on 26 July 2018</p>
<p>▪</p>	<p>▪ Councillor Davey, verbal comment at the meeting of the Committee</p>
<p>▪ In respect of the electoral arrangements review for the parish of Aythorpe Roding</p>	

▪ Representation	▪ Consultee
▪ Agreement to the proposals	▪ Councillor G Barker, verbal comment at the meeting of the Committee on 26 July 2018 on behalf of Councillor S Barker
▪ Acknowledgement of proposals	▪ Councillor S Barker, by email dated 26 July 2018

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Little Easton CP

Great Dunmow CP

Legend

- Proposed Parish Boundary
- Current Parish Boundary
- Woodlands Park Sector 4

Date: 10/08/2018 Scale: 1:2,500
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Uttlesford District Council 100018688 (2018)

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Newton Hall

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Committee: Governance, Audit and Performance Committee

Date:

Thursday, 27
September 2018

Title: LGA Corporate Peer Challenge progress report

Report Author: Dawn French, Chief Executive
dfrench@uttlesford.gov.uk
Tel: 01799 510400

Summary

1. This report provides an update to members on the progress made against the recommendations arising from the Local Government Association corporate peer challenge.

Recommendations

2. That the progress be noted.

Financial Implications

3. There are no financial implications associated with this report.

Background Papers

4. The following papers were referred to by the author in the preparation of this report and are available for inspection from the author of the report.

Impact

- 5.

Communication/Consultation	The LGA Peer Challenge team spoke to more than 75 people as part of their review; one of the recommendations related to improving communication and engagement.
Community Safety	N/A
Equalities	N/A
Health and Safety	N/A
Human Rights/Legal Implications	N/A

Sustainability	N/A
Ward-specific impacts	N/A
Workforce/Workplace	A focus group was held with staff and their feedback was incorporated into the report. One of the recommendations related to improving the council's holistic workforce strategy.

Situation

6. The LGA undertook a corporate challenge in November 2016, the final report was considered by full council in July 2017 and the Governance, Audit and Performance committee received a progress update in February 2018.
7. Attached at appendix A is the action plan with progress noted against each item.
8. Good progress continues to be made on a number of the recommendations:
 - a. Approval of a Corporate Economic Development Strategy and action plan
 - b. Investment Strategy approved at Full Council
 - c. Members' Bulletin coordinated through the Communications Team and is now a standing agenda item at the Corporate Management Team meeting to discuss key messages.
 - d. A number of service managers have completed the ILM Level 5 qualification
 - e. Work has commenced with the East of England Local Government Association to develop a workforce strategy and action plan

Risk Analysis

9.

Risk	Likelihood	Impact	Mitigating actions
There is a risk that the council fails to monitor progress of the action against the recommendations made, resulting in missed	1	3	Regular consideration by this committee demonstrates a commitment to auctioning the recommendations; a revisit will be arranged at a suitable time.

opportunities for the residents, communities and business in the district and the staff and members of the organisation.			
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2 = Some risk or impact – action may be necessary.
3 = Significant risk or impact – action required
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Recommendation	Area of focus	Detailed action	Indicative Timescale	Resources	Update/comments	Lead Officer
Continue to develop your position as a place of opportunity with regional and sub-regional partners	Understanding of the local place and priority setting/Leadership of place	Revise corporate Economic Development strategy. To include: Ensure the availability of a portfolio of sites to provide opportunities for inward investment and local businesses to grow. Workspace will be an integral element of the sustainable garden communities planned.	Strategy adopted by October 17	Within existing	<i>Feb 18 - A Corporate Economic Development Strategy has now been prepared and is scheduled to be considered for adoption by Cabinet in February 2018. The Strategy includes an Action Plan for the delivery of the key actions which will be regularly monitored and updated.</i>	Gordon Glenday
		Target Council investment at opportunities within the District that supports growth (including grow on space) and attracts new businesses	Ongoing	To be identified with each business case	<i>Sept 18 - A Corporate Economic Development Strategy has now been approved by Cabinet. The Strategy includes an Action Plan for the delivery of the key actions which will be regularly monitored and updated.</i> <i>Feb 18 - Investment in CRP complete. An investment strategy is being prepared to inform future decisions.</i> Sept 18 - An Investment Strategy was approved at Full Council in February 2018.	Adrian Webb

Recommendation	Area of focus	Detailed action	Indicative Timescale	Resources	Update/comments	Lead Officer
Page 16		Continue to work with the LSCC to progress the Core's 'offer' including its liveability strengths	Ongoing	Within existing	<p><i>Feb 18 - Work has been commissioned to identify the opportunities for collaborative working with Harlow, Epping Forest, East Herts and Broxbourne councils, who make up the London/Stansted/Cambridge Innovation corridor 'Core'; this will conclude with a presentation to the 'core' Leaders in January.</i></p> <p>Sept 18 - Further work is being progressed through meetings of the Leaders of the district councils and the two county councils, facilitated by Dr Ann Limb who chairs the London Stansted Cambridge Consortium (LSCC)</p>	Dawn French
		Identify and liaise with key partners around targeted topics, to include: - M11 J8 - Four tracking for the West Anglia main line - Improved rail connectivity to and from Stansted	Ongoing	Within existing	<p><i>Feb 18 - Quarterly liaison meetings under the Airport Transport Forum arrangements ensure that liaison continues with key partners such as MAG, Essex County Council, Highways England, Network Rail and</i></p>	Gordon Glenday

Recommendation	Area of focus	Detailed action	Indicative Timescale	Resources	Update/comments	Lead Officer
					<p><i>Train Operating Companies. Joint lobbying continues through the London Stansted Cambridge Consortium (LSCC) and all-party parliamentary group.</i></p> <p>Sept 18 - This issue is also being addressed as part of the Stansted Airport planning application negotiations</p>	
Create a compelling narrative and subsequent transformation agenda	Understanding of the local place and priority setting/Leadership of place	<p>Define and communicate compelling case for change, to include:</p> <ul style="list-style-type: none"> - drivers for change – why do we need to be different - target operating model (<i>crossover with workforce strategy</i>) - action plan (<i>crossover with workforce strategy</i>) - Align with corporate plan priorities 	December 17	Within existing but outputs to be incorporated in 18/19 budget and MTFS	<p><i>Feb 18 - Work has been undertaken since June to identify the programmes of work, where the council could invest and/or refocus its resources to ensure the priorities of the council are progressed. This will be presented to Council in February together with a draft corporate plan delivery plan for 18/19. This will then inform the people plan.</i></p> <p>Sept 18 - Work has continued to focus resources on priorities through efficiency reviews. The context for the council's work is reflected in</p>	Dawn French

Recommendation	Area of focus	Detailed action	Indicative Timescale	Resources	Update/comments	Lead Officer
					each staff briefing as the funding for local government continues to evolve through to 19/20, after which there is less clarity at this time.	
Communicate and engage effectively at every level Page 18	Organisational leadership and governance	Develop internal communication plan. Staff focus to include: - embedding 'you said, we did' - 'late opening' for team meetings - staff recognition - more regular and coordinated internal communications - more channels of communication, including a mechanism for staff suggestions	Plan agreed September 17	Within existing	<i>Feb 18 - Internal Communications improvements have been embedded, including SnapComms for instant dissemination of key messages to staff and establishment of regular staff bulletin emails via GovDelivery.</i> <i>Late opening to the public has been established on the last Thursday of every month, increasing networking opportunities between teams</i> <i>Staff recognition is a regular feature of the Chief Executive's staff briefings and a particular focus of the annual long service awards.</i> <i>SMT (service manager) group now holds monthly meetings to discuss key</i>	Richard Auty

Recommendation	Area of focus	Detailed action	Indicative Timescale	Resources	Update/comments	Lead Officer
Page 19					<p><i>topics and projects.</i></p> <p><i>Staff suggestions are being fed through the Continuing the Conversation sessions, through which staff can discuss ideas informally with the Chief Executive</i></p> <p><i>Further internal communication improvements will be outlined in the communications strategy, currently in draft.</i></p> <p>Sept 18 - Many of the recommendations have already been implemented, as set out in the February update. A communications strategy and action plan has been drafted and will be considered by the Corporate Management Team in July.</p>	
		Member focus to include: - Revised member/officer protocol (including communications programme)	Adopted May 17		<p><i>Feb 18 - A revised member/officer protocol has been agreed.</i></p> <p><i>Members' bulletin is now</i></p>	Simon Pugh

Recommendation	Area of focus	Detailed action	Indicative Timescale	Resources	Update/comments	Lead Officer
Page 20		- Better use of members bulletin	Ongoing		<p><i>being coordinated by the Communications Team and delivered through GovDelivery. It has led to a better corporate focus on key issues members are interested in.</i></p> <p><i>In addition the Chief Executive issues a weekly local plan update.</i></p> <p><i>Also, various member workshops have been provided including the local plan, garden communities, "Probity in Planning", development management with further training planned.</i></p> <p>Sept 18 - Since the last update, which stated that the Members' Bulletin was being coordinated through the Communications Team, a further improvement has been put in place whereby the Corporate Management Team now has a standing item on the agenda at every meeting to discuss any key</p>	ALL

Recommendation	Area of focus	Detailed action	Indicative Timescale	Resources	Update/comments	Lead Officer
					messages for the bulletin.	
		External focus to include: - More channels of communication - Review of Uttlesford Life (style, frequency, format, etc.) - arrangements for local councils liaison - arrangement for youth engagement - update consultation and engagement toolkit - consultation and engagement plan - update of Statement of Community Involvement (SCI)	Ongoing November 17		Feb 18 - Direct communication with residents has been improved by the introduction of Keep Me Posted (GovDelivery) through which thousands of people are receiving regular email newsletters about the topics most of interest to them. The subscriber base is growing month on month and currently stands at about 6,000. A survey has recently closed seeking public views on Uttlesford Life A Youth Council has been established. A Public Engagement Working Group has been established to look at wider issues of public engagement. The author of the LGA's New Conversations guide has agreed to address the first	Richard Auty

Recommendation	Area of focus	Detailed action	Indicative Timescale	Resources	Update/comments	Lead Officer
Page 22					<p><i>meeting of the group.</i></p> <p><i>The Local Councils Liaison Forum met in September; agenda items included an update from the West Essex CCG, PCSO's and Code of Conduct. The next meeting is scheduled for 13 Feb.</i></p> <p>Sept 18 - Public Engagement Working Group has been looking at the council's engagement channels and considering what works well and where improvements can be made.</p> <p>Survey of Uttlesford Life found 91.6% of respondents strongly agreed or agreed it was a good way to find out about the council and the services it provides. 92% said it was either excellent or good overall.</p> <p><i>Feb 18 - The Statement of Community Involvement was approved by Cabinet in Jan 18</i></p>	Gordon Glenday

Recommendation	Area of focus	Detailed action	Indicative Timescale	Resources	Update/comments	Lead Officer
					Sept 18 - The adopted Statement of Community Involvement (SCI) is now being implemented for Local Plan and planning application consultations	
Review and reprovide member development / investment page 23	Capacity to deliver	Engage with member development group to: - develop general induction/member training - review role profile and 'person specification' - review current development programme and realign - plan whole programme - communicate and promote - keep under review, seek feedback	Plan to be agreed out of initial engagement	Within existing (unless plan dictates otherwise)	<i>Feb 18 - Some work has been undertaken with cabinet members; work to support all members is scheduled for 2018</i> Sept 18 - Work is well underway to plan the induction programme for all members of the new council post elections in May 2019. Group Leaders have been asked to seek out member volunteers to act as a focus group for officers to ensure proposals are shaped clearly towards members' needs.	Dawn French
Improve your holistic workforce strategy Continue to take	Capacity to deliver	Develop a workforce strategy to ensure our people are equipped to deliver the future council agenda and retain the best	Timescale to produce the plan with key outputs	Within existing (unless plan dictates otherwise)	<i>Feb 18 - Formalised management training is now in place; ILM 2 and 3 courses have already been run, ILM 5 course scheduled for Feb 18</i>	Richard Auty

Recommendation	Area of focus	Detailed action	Indicative Timescale	Resources	Update/comments	Lead Officer
<p>pride in what you do</p> <p>Page 24</p>		<p>of the culture in terms of pride, commitment, etc. <i>Overlaps with narrative and communication recs.</i></p>	<p>and milestones to be developed</p>		<p><i>Apprenticeship Levy is being looked at as a means to upskill existing workforce to ensure we have the right skills in the organisation to meet future challenges.</i></p> <p><i>Development of a Workforce Strategy ("People Plan") will be developed in 2018 with external support. Work is underway to identify suitable organisation to help the council develop an effective plan.</i></p> <p>Sept 18 - All service managers have been offered the opportunity to take the ILM Level 5 qualification. The majority of managers at this level will have completed the course by the end of 2018/19 along with three members of the Corporate Management Team</p> <p>The East of England Local Government Association has been approached to provide</p>	

Recommendation	Area of focus	Detailed action	Indicative Timescale	Resources	Update/comments	Lead Officer
					assistance with the development of a workforce strategy and action plan.	
Strengthen the partnership relationships and increase the intensity of delivery	Leadership of place	Review of LSP structure to ensure clarity, focus, governance, etc. - consider establishing an innovation fund	Timescale to produce the plan with key outputs and milestones to be developed	Within existing (unless plan dictates otherwise)	<i>Feb 18 - All working groups of the Local Strategic Partnership (LSP) now have clearer plans and targets with regular updates to LSP chairs to ensure the work of the groups is addressing cross cutting issues</i> Sept 18 - Work is underway on the next LSP Assembly to be held in November, the focus of which will be 21 st century living.	Dawn French
		Review grants to consider match funding criteria, development of SLA's, etc.	Review to be completed October 17	Within existing	<i>Feb 18 - Grants Policy in draft. Some initial work has been done on the possibility of moving large grant recipients onto SLAs.</i> Sept 18 - Work continues on improving the governance and monitoring of UDC funded grants. A full document suite is currently	Richard Auty

Recommendation	Area of focus	Detailed action	Indicative Timescale	Resources	Update/comments	Lead Officer
Page 26		Pilot strengthening communities approach to tackle social isolation	Timescale to produce the plan with key outputs and milestones to be developed	Within existing (unless plan dictates otherwise)	<p>being finalised for approval including an over-arching policy and supporting work instructions/guidance notes. Benchmarking is currently underway with regards to confirming SLA's with the voluntary sector recipients. Recommendations for future reporting and monitoring processes are being developed as part of this review.</p> <p><i>Feb 18 - Working with partners on a sustainable community project around social isolation. Research and evaluation work completed and stakeholders identified. Events held to share findings with community and LSP. An action plan is now being developed that will enable local stakeholders to work together to best support the people and projects contributing to community wellbeing and reducing social isolation</i></p>	Roz Millership

Recommendation	Area of focus	Detailed action	Indicative Timescale	Resources	Update/comments	Lead Officer
Page 27					<p>Sept 18 - Work with the Young Foundation has been completed and a final methodology report has been produced. A number of projects identified through this work are being supported and encouraged by the council and partners. Two villages, Ashdon and Great Chesterford, have come forward for support with community action zone work in their communities.</p> <p>Currently supporting the Young Foundation in securing funding from ECC Community Engagement and Safety funding pot to take this work further.</p>	

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