

London Borough of Waltham Forest

Second Generation
Local Public Service Agreement

Stage One Submission (December 2004):

Priorities for Improvement



1) INTRODUCTION AND STRUCTURE

a) Approach to the second LPSA

Demonstrating achievement to residents, partners and central government is important to Waltham Forest, and this LPSA provides an opportunity to make a difference in priority services at the same time as supporting the development of key partnerships. We intend to learn lessons from LPSA round one, and already have the support of key partners, members and senior officers to make the best of this opportunity.

This document is the first stage submission in Waltham Forest's second LPSA, and proposes the shared local view of priorities for improvement locally, based on our review of the objective evidence of performance, existing expressions of priorities for improvement and the views of members of the Local Strategic Partnership.

b) Structure of the document

Evidence from a wide range of sources has informed the development of priorities for improvement locally. These are described in the following two sections of this document.

Section 2 addresses the key statistics, infrastructure and other conditions of the borough, including diversity, health, crime and employment information.

Section 3 describes the strategic context for the local priorities, including major strategies, national initiatives, local initiatives and other areas of relative under-performance.

Section 4 then describes how the LSP key leaders have established a set of strategic priorities for improvement for Waltham Forest.

Appendices include:

- An evidence reference sheet, identifying the support throughout the document for our shared priorities;
- Likely LPSA targets and priority areas that are unlikely to be included in our second LPSA;
- Key background document and contact references.

2) THE EVIDENCE BASE - FACTS AND FIGURES

a) Geography

Waltham Forest, in north-east London, is an outer London borough with a population of just over 220,000 people. The borough is predominantly residential interspersed with areas of industry and open land. A broad distinction can be made between the northern and southern areas. The southern parts of the Borough – Leyton, Leytonstone and Walthamstow – consist largely of two-storey terraced housing, often with industrial and commercial premises close by, while the northern parts of the borough – around Chingford – are generally more open in character with larger houses. To the north and east, the borough borders Epping Forest, and the western boundary runs through the Lee Valley Regional Park.

b) Regional context

The capital as whole is set for major expansion over the next 10-15 years, and Waltham Forest is located within two of the city's major development nodes (the Upper Lea Valley and the Thames Gateway) where this expansion will be accommodated. Additionally, developments at Stratford City, including the Eurostar link, at Stansted Airport and the potential Olympic site have major implications for the residents of Waltham Forest.

c) Diversity

One of Waltham Forest's strengths is its diversity. The proportion of the population aged between 20 and 35, or under 5, is higher than the UK average. The black and ethnic minority population, concentrated in the centre and south of the borough, is increasing rapidly, from 26% in 1991 to 36% in 2001. There is also a significant minority of "white other" residents (6.4%), and while this group needs further analysis, it is apparent that asylum seekers and other immigrants from eastern Europe are forming some of the recent population change in the borough. Among the younger age groups the proportion of black and ethnic minority residents is higher, at nearly 50% of under-25s, and over 50% of under-fives. Our largest ethnic minority groups are Pakistani and African-Caribbean at 8% (the second highest Pakistani population in London). Over 70 languages are spoken in the borough. Community relations have been good; the borough has been spared the public disorder that has affected similar areas in London and elsewhere. This year's ALG survey showed 78% of respondents said they believed that Waltham Forest is a place where people from different backgrounds get on well together.

d) Deprivation

Deprivation is most severe in the south of the borough. The comparison of Index of Multiple Deprivation 2000 and IMD 2004 at borough level shows that Waltham Forest has become more deprived over the four year period. In the IMD 2000 20% of the borough (wards) was ranked in the worst 20% nationally, whilst by 2004 this had risen to 31% of the borough (super output areas) in the worst 20% nationally.

e) Employment

The ONS Annual Labour Force Survey for the period March 2002 - February 2003 shows unemployment in Waltham Forest at 6.4% of the economically active population, lower than the London unemployment average of 7.1% but higher than the Great Britain average of 5.2%.

Unemployment rates vary considerably across the borough, with higher rates in the centre and south of the borough, and are over 10% in Leyton and Cathall wards.

Primarily a residential borough, the largest employers are the local authority and the health authority. There are few major private sector employers (the largest is Sainsbury's), and almost two thirds of the working population work outside the borough. The extent and significance of commuting and out-borough employment contribute to the importance of improving public transport as a Council priority and to the emphasis on sub-regional working on regeneration and employment.

f) Physical infrastructure

Much of the borough's development took place in the late 19th and early 20th centuries, many public buildings are ageing. A substantial number of schools need replacing, and eleven will be rebuilt over the next five years through a PFI scheme. Further redevelopment will follow through phase one of the Building Schools for the Future programme. The redevelopment of Whipps Cross (the local general hospital) is scheduled for completion in 2010, and local primary care services are being developed through LIFT schemes. There is a substantial programme of work to bring both public and private sector housing stock up to the decent homes standard. The redevelopment of Walthamstow Town Centre is a key regeneration activity, fulfilling a range of economic, social and cultural objectives. The borough has good transport links, with three London Underground stations and several main line stations providing links to the centre and City of London. Proposals have been made to improve the north-south links within the borough and link to future employment growth sites through rail developments linked to Stratford. Road links to the north circular, M25 and M11 are good, but congestion is a local problem.

g) Crime

Overall crime has been reduced by 4.2% in Waltham Forest in the period April 2003 to March 2004. All major Home Office crime types indicate a downward trend, with the exception of Violence Against the Person and Criminal Damage. Significant reductions have been seen in Burglary, Robbery and Motor Vehicle Crime. Property crime, of which these are a part, accounts for the greatest volume (77%) in Waltham Forest, which is on par with the national figure (78%). Vehicle Crime accounts for the largest proportion of crime overall (24%).

Anti-social behaviour covers a range of issues and remains difficult to audit accurately. Criminal damage and harassment reported to the police have increased over the last three years, above trends in other parts of London. Fly-tipping and noise nuisance incidents remain at high levels, but abandoned vehicles and littering reports have been reduced. Disturbances and drunkenness have followed a general upward trend; they are focussed around underground stations and major licensed premises.

Precise data on drug use and crime in Waltham Forest are not readily available. Cannabis trafficking and possession account for a significantly higher number of crimes than other drug types. Heroin and crack cocaine are prevalent in the borough, with transactions often taking place in busy public places. Recent investigations show a high level – approximately half – of those charged with a range of drug and acquisitive crimes (including shoplifting and burglary) also tested positive for drug use.

The Council has a well-established partnership with the police, working through the SafetyNet Partnership to reduce not only incidents of crime but also the fear of crime. The latest Crime and Disorder audit has been conducted and a new strategy is currently out to consultation prior to publication in April 2005.

h) Health

Waltham Forest has the highest infant mortality rate in London and the 11th highest in England and Wales. It also ranks highly in London for the associated issues of low and very low birth weight. The borough has the highest proportion of households with no central heating in London. One in five people aged 60 or over, and almost one in three people aged over 85, lives in households with no central heating. Deaths from circulatory diseases are significantly higher in Waltham Forest than in London and England and Wales, particularly amongst women. Women in Waltham Forest have the highest mortality rate (standardised, all ages) for coronary heart disease in London. Waltham Forest also has a significantly higher mortality rate from all cancers compared to London and England and Wales, and rates are not following the national downward trend. Women are particularly affected: they have the highest mortality rate in London for cervical cancer and malignant melanoma, and the fourth highest in London for lung cancer and breast cancer. Other areas where there are locally identifiable significant health issues are diabetes, communicable diseases including sexual health, and mental health.

i) Waltham Forest Council

The Council has 60 elected members. Labour holds 27 seats, the Conservatives 18 and the Liberal Democrats 15. A Cabinet system is in operation, with seven Labour and three Liberal Democrat members. The Overview and Scrutiny Commission establishes time-limited panels and has four standing sub-committees.

The chief executive is supported by four executive directors, responsible for corporate, environment, community and lifelong learning services. The Council employs over 5,500 staff (excluding schools-based staff).

j) Working Together – the Local Strategic Partnership

For many years now Waltham Forest council has been working with its partners in the public, private and voluntary and community sectors to provide services, promote change and improve the borough. Partnership working at borough level has been led since 2002 by the Local Strategic Partnership, now named "Working Together". The Executive Board is the decision making body of the LSP, and consists of 23 members drawn from public, private, voluntary and community sectors. The Core Group of nine members is largely drawn from those public agencies that need to bend their mainstream resources to ensure that the Neighbourhood Renewal Strategy and Community Strategy are delivered, and they advise the Executive Group. The work streams of the LSP are supported by themed Action Partnerships who provide expertise and focus on specific areas. The performance management framework and structures of Working Together have recently been commended by the Government Office for London.

3) STRATEGIC CONTEXT

a) Waltham Forest's major strategies

i) A Vision for Waltham Forest

Work with cabinet members and management board at the end of 2003 kicked off a process for developing a coherent and inclusive vision for Waltham Forest. Over 1,000 staff were able to directly contribute ideas at roadshows, and contributions were made by backbench members from all parties. The vision encompasses the economic, environmental, social and organisational context of the borough over the years to 2012 – a key milestone for the borough in terms of regional developments. The full Vision is referenced at the end of this document, but is summarised here:

- Waltham Forest provides **quality spaces** where people want to live, work and visit.
- **Aspiration and success** are features of this vibrant borough with new industries, confident young people and highly skilled residents.
- Waltham Forest provides a **community fit for all**, characterised by tolerance, caring, respect and cohesion between different groups.
- Staff and Councillors are proud to be **working for Waltham Forest**, a top performing Council providing excellent services.

The new vision was launched in July 2004, and is incorporated into the strategic service and financial planning processes of the authority. Alongside the Vision, a set of organisational values has been produced, identifying how we wished to deal with each other, our customers and partners.

ii) Community Plan

The current Community Plan, launched in March 2003, was developed with input from a wide range of people with an interest in the quality of life in the borough, and reflects the things people told us were most important to them. Residents and the public, private, voluntary and community groups in the LSP all contributed. The Plan provides a blueprint of the way in which partners in the borough are working together to bring about improvement.

The document has been updated to reflect the priorities for the year 2004/05 and with this in mind, children and young people are central themes. A full review, to take the Community Plan from 2005 to 2012, is underway and is described further below. This process is producing the shared priorities that will be in place for LSPA2.

iii) Improvement Plan

The Council's Improvement Plan for 2004/05 replaces the Recovery Plan, written after the first Comprehensive Performance Assessment rating the Council as "poor". The Improvement Plan contains the critical service improvements that will take place in the Council during the next twelve months. These are all drawn directly from the individual service plans prepared by each head of service with their managers, front line staff and portfolio leads.

The Council's Improvement Plan activities are arranged under the four shared priorities that have been developed by the government departments, the Local Government Association,

inspectors and other stakeholders and the Audit Commission. A fifth heading, Building Capacity and Partnerships to deliver Excellent Services, has been added to reflect important work needed in Waltham Forest to further develop the key building blocks needed to underpin service improvement and to provide a focus for the work needed to improve customer focus. The five headings enable this Plan to be strategic and cross-cutting, setting out clearly how one or more service departments contribute to key service improvements.

b) National Initiatives

i) National and shared priorities

We welcome the opportunity provided by the second generation of LPSAs to develop a set of targets with a focus on local priorities. However it is clear that in many areas, priorities for Waltham Forest are also priorities for national government and that impact can be achieved in areas that support the improvement ambitions of both branches. The way in which the agreed shared priorities for local and national government have been incorporated into the priorities for Waltham Forest Council has already been described. Other key national drivers are outlined here.

ii) Spending Review 2004

The Spending Review 2004 produced a revised set of government targets aimed at setting national standards and reducing the gap between the most deprived and the rest of society, by improving public services. The contribution of individual local authorities to the achievement of these targets is not specified, and needs case-by-case analysis.

iii) Comprehensive Performance Assessment

In the first round of Comprehensive Performance Assessment (CPA) in December 2002, Waltham Forest Council was classified as a "poor" authority. This rating spurred a wide-ranging improvement programme, encompassing both internal capacity and governance issues and front line service delivery and performance. CPA has been the key driver over this period of the Council's priorities, and 100% of its post-CPA Recovery Plan targets were achieved. The Council has recently undergone a Corporate Assessment that identifies a range of improvements, and as of December 2004, will no longer be classified as poor.

c) Local Initiatives

i) Consultation with partners

It is clear from the learning processes around LPSA1, not just at Waltham Forest but at other authorities, that consultation and engagement with partners in that process was not thorough. We have been determined to avoid this mistake again and have from the outset engaged with our key Working Together (LSP) partners to ensure they understand the process, and to develop target areas that focus on shared local priorities, supported by partnership activities. Work to develop indicators/measures and targets for the LPSA will be driven by the themed Action Partnerships where appropriate, so that partners can contribute skills and intelligence and to achieve continued buy-in. The engagement of Working Together members in the development of the shared local priorities submitted in this document is described further below.

ii) Consultation with residents

All the Council's plans and strategies demonstrate a good understanding of what needs to be done in the borough and strongly reflect key concerns of local residents. Community safety, good schools and the quality of the environment are immensely important to local people – a fact regularly borne out in residents' surveys, at the new Community Councils and through the many other forms of public consultation used by the Council to ensure their views are taken into account in the planning and delivery of services.

The latest ALG survey of London residents, carried out in October 2003, identified crime, health services, litter, education and traffic congestion as residents' most important areas of personal concern. Crime and litter were of more concern to Waltham Forest residents than to residents in the rest of London. Education and policing also featured as areas where service levels were perceived to have declined since the previous year.

The MORI satisfaction survey, carried out in November 2003, identified crime, clean streets, traffic congestion, affordable decent housing and health services as most needing improvement in the local area: clearly a strong match with the ALG results. Crime and clean streets were the issues that residents thought were both important contributors to a good place to live and that needed improving in this area.

The Council established six Community Councils (Area Committees) in autumn 2003. Agenda items are proposed by local residents, and after the first six months all six Community Councils had discussed crime and community safety related issues. Five had discussed traffic or road use issues, four had discussed littering or street cleanliness and five had discussed health services or had health-related presentations.

iii) Neighbourhood Renewal

Waltham Forest receives Neighbourhood Renewal Funding (NRF) based on the IMD 2000, which showed that four of the borough's wards were in the top 10% of deprived wards, with a further ward (in the top 20% most deprived) also identified as a priority. Between 2001 and 2005 (five years of NRF) the borough will have received £10,850,000. The Council's Neighbourhood Renewal Strategy is two-pronged:

- Targeting resources (and associated delivery structures) on five wards where multiple deprivation appears to be most concentrated
- Across the borough, the prioritisation of measures to tackle the range of issues afflicting our young people (and the 14-19 age group in particular)

These approaches have been developed following detailed analysis of the IMD 2000 and initial analysis of the IMD 2004, plus other sources of local data on health, crime and demographics. The five target wards are made up of the four wards that were in the highest 10% of deprivation in the country in IMD 2000, plus one ward that was in the highest 20% of deprived wards nationally and is also located adjacent to target wards. The focus on youth starts from the understanding that over 43% of the borough's population is aged under 30, higher than the England and Wales average. There are substantially denser concentrations of young people in the five target wards, but other wards display significant levels of youth disadvantage on at least some indicators.

d) Areas of relative under-performance

i) Children's social services

Children's social services were judged to be "not serving children well" and having "uncertain capacity for improvement" (zero stars) in 2002. CSCI has recently reviewed the service and it is now judged to be "serving some people well" and to be a one star service. Notwithstanding this, some aspects of the service remain well below national standards, and the recent CSCI Annual Review of Performance letter and report identified several areas where performance improvement is required in the short term, including preventative and family support measures, a range of services for looked after children, and enhanced training and social work practice.

ii) Education and schools

After a long period of decline and then turmoil in the late 1990s through to the appointment of EduAction as schools services provider in September 2001, performance in Waltham Forest schools was at a very low base. Improvements have been made and continue, and an Ofsted inspection taking place in January 2005 is expected to confirm this. However, the current assessment of the LEA is as a one star authority, with proven indications of improvement but uncertain capacity to sustain it. Particular attainment issues highlighted by this year's results include:

- Pupils achieving 5+ GCSEs grades A*-C remained 3rd quartile against London from 2002/03 to 2003/04;
- Pupils achieving 5+ GCSEs A*-G moved from 2nd to 3rd quartile against London from 2002/03 to 2003/04;
- Pupils achieving Level 4 at Key Stage 2 maths moved from bottom to 3rd quartile and English remained bottom quartile against London from 2002/03 to 2003/04;
- Pupils achieving Level 5 at Key Stage 2 maths and English was bottom quartile against London in 2003/04 (first year of collection).

iii) Recycling and cleansing services

Waltham Forest's round one LPSA contained a challenging target to increase the rate of recycling and composting in the borough. Although this target will not be fully achieved, a significant increase in performance has been made and several new initiatives introduced to enable more residents to recycle more of their domestic waste. However performance remains some way from the Spending Review 2004 target to enable at least 25% of household waste to be recycled or composted by 2005/06.

In addition, although street cleansing services have shown some dramatic improvements through round one LPSA, resident satisfaction with these services remains low.

iv) Housing

Figures for 2003/04 show that Waltham Forest had the highest proportion of non-decent local authority homes in London.

The borough also has challenging local and regional targets for the provision of new, affordable and social housing.

v) Leisure

The library-related satisfaction performance indicators included in the CPA service judgement remain 3rd or bottom quartile against London in 2003/04. The number of physical visits to libraries has also fallen from 3rd to bottom quartile against London from 2002/03 to 2003/04. and performance against the Public Library Standards is poor.

The role of physical activity in tackling obesity and related diseases is being increasingly recognised. Nationally, only just over a third of men and around a quarter of women achieve the Department of Health's target of 30 minutes of physical activity 5 times a week. Levels of walking and cycling have fallen drastically in recent decades, while the number of cars has doubled in 30 years. Children are also increasingly sedentary both in and out of school; a fifth of boys and girls undertake less than 30 minutes activity a day. Locally there is a well-established partnership with Greenwich Leisure Limited for the provision of leisure centre services, and the London Olympics 2012 bid offers great opportunities for enhanced sports participation.

vi) Other services

Best Value performance indicator analysis shows some other pockets of poor performance, in particular payment of invoices and processing of planning applications.

4) WALTHAM FOREST PRIORITIES FOR IMPROVEMENT

a) Background work

The key initial aim in the LPSA process is to reach a shared view of the priorities for improvement locally in public services, and it is clear not only from guidance but also in practice that the LSP is the best forum through which to reach such a shared view.

The Council has an Improvement Plan commitment to review, rewrite and publish its Community Strategy with key partners and local residents by March 2005. The process is well underway to deliver a Community Strategy that sets out a clear, concise and accessible vision and set of strategic priorities for the strategic partnership of the borough. The Working Together (LSP) Core Group and Executive Group have met to review and work through the current and future needs of the borough, drawing on the strategic framework of the last section, and have agreed a proposed vision and set of strategic priorities. It is these priorities, then, that have been established as the priorities for improvement in Waltham Forest.

Further stages of drawing up both the Community Strategy and the LPSA will continue to involve partners to identify how all the bodies providing services locally can collaborate to achieve greater improvements.

b) Community Strategy Priorities – the Waltham Forest Priorities for Improvement

i) Waltham Forest 2012 Vision

Waltham Forest will be a safer, cleaner and healthier Borough that benefits from its wealth of diversity and everyone living, studying and working here is able to reach their potential.

ii) Shared Priorities for Improvement

To achieve this vision the strategic partners will work together for the benefit of all, regardless of ethnicity, age, gender, religion, disability and sexual orientation to:

- Decrease crime and improve the safety and quality of the environment
- Improve the health and well-being of local people
- Improve learning opportunities to help individuals achieve their potential
- Improve the local economy and infrastructure
- Enhance community understanding and participation

iii) Sub-priorities

Decrease crime and improve the safety and quality of the environment

- there is less crime and anti-social behaviour
- people feel safer
- the environment is clean and well-maintained
- social housing in the borough will be improved to a decent standard
- there is more recycling
- there is improved air quality

Improve the health and well-being of local people

- there is better access to quality healthcare
- there is greater community responsibility and involvement in running services

- people are empowered to live more healthily and engage in healthier activities
- there is improved education and support for people to make informed choices about improving their health
- social and physical environments are supportive to health
- there is improved information and access to leisure and social activities for all

Improve learning opportunities to help individuals achieve their potential

- all age groups are encouraged to develop learning and skills
- there is improved access to high quality learning and training for people of all ages
- there is improved educational attainment among young people
- there is improved awareness of social responsibility among young people
- there is improved information and education about how to make the most of leisure and cultural activities and services within the Borough

Improve the local economy and the infrastructure

- there is an improved match between job opportunities and skills
- there are increased economic opportunities within the Borough
- the incomes of the poorest are improved
- there are more opportunities for leisure and cultural activities
- there are better, integrated transport links to employment centres
- housing need in the Borough is better met

Enhance community understanding and participation

- everyone - regardless of ethnicity, religion, age, gender or disability - has equality of opportunity
- everyone can become involved in community events
- everyone can have a say in improving local public services
- there is improved communication and understanding between people from different cultural backgrounds

SUPPORTING EVIDENCE

Evidence throughout this document leads to the adoption of the priorities for improvement locally set out in section 4. The table below references the priorities for improvement locally to the various supporting evidence.

Priority for improvement in Waltham Forest	Document reference
Everyone who lives and works in the borough is safe and feels safer in a quality environment	
low-level crime; anti-social behaviour; fear of crime;	2g, 3a(iii), 3c(ii)
cleanliness and safety of the urban environment, more recycling and less pollution;	3a(i), 3a(iii), 3c(ii), 3d(iii)
improved quality of housing	2f, 3a(iii), 3c(ii), 3d(iv)
Everyone who lives and works in the borough feels a sense of well-being and is supported and empowered to be healthy	
access to quality healthcare, education, advice and support for healthy living;	2f, 2h
engagement in healthier activities;	2h, 3d(v)
access to leisure and social activities for all age groups	2h, 3a(i), 3d(v)
Everyone who lives and works in the borough is able to achieve their full potential in a vibrant and well-connected borough	
match between job opportunities and skills;	2e
all age groups are encouraged to learn and develop skills;	2c, 2e, 3a(i), 3a(iii), 3c(ii), 3d(ii)
young people are encouraged into diversionary activities away from crime;	2g
Walthamstow town centre is revitalised;	2f, 3a(i), 3a(iii)
increased economic opportunities in the borough;	2a, 2d, 3a(i)
improved access to affordable housing	2a, 2f, 3a(i), 3a(iii), 3c(ii), 3d(iv)
Everyone who lives and works in the borough feels included and can participate in community activities	
enable involvement in community activities;	2c, 3a(i)
address roles and responsibilities to the community and relationships between people from different backgrounds;	2c, 3a(i)
respect and equality of opportunity for all age groups	2c, 3a(i)

LIKELY LPSA2 TARGET AREAS

This document is the initial submission of Waltham Forest's priorities for improvement locally, and target areas have not yet been fully worked up with partners. However it may be useful to give some indication of the areas that we are likely to be investigating with a view to developing measures and targets, and how they relate to the shared priorities for improvement.

Decrease crime and improve the safety and quality of the environment

- Crime reduction
- Fear of crime
- Recycling

Improve the health and well-being of local people

- Infant mortality
- Smoking cessation
- Leisure, activity and healthy living
- Drug treatment services

Improve learning opportunities to help individuals achieve their potential

- Children and Families preventative work
- Educational attainment, focussed on lower-achieving groups

Improve the local economy and infrastructure

- Employment and skills – “into work” projects
- Housing provision

Enhance community understanding and participation

- Representative participation
- Civic pride

PRIORITY AREAS EXCLUDED FROM LPSA2

Transport

Improvements to the public transport infrastructure of the kind that are needed in Waltham Forest are difficult to address within the context of an LPSA: stretch targets are difficult to identify, for example.

However, the Council is keen to pursue solutions to the local concerns on transport, and is addressing these through other means:

- Ongoing links between the Borough, Transport for London, London Underground, Network Rail and other providers to make the business case for additional services, making links within and into the borough;
- Effective fulfilment of the Borough Implementation Plan to support safe and efficient road use and encourage alternatives to car use.

Children's social services training and practice

This particular aspect of Children and Families services is not suitable for inclusion in an LPSA agreement as it is related to internal processes, inputs and outputs rather than service outcomes.

This improvement priority will be picked up through the implementation of the Performance and Improvement Plan, including through the development of:

- Recruitment, retention and staff development schemes;
- Enhanced individual performance appraisal; and
- Improved management practice.

Children's social services in general will remain a key focus for improvement and the service has several activities identified in the Improvement Plan.

Other areas of relative under-performance

Invoice and planning processing

These poorly performing PIs relate to processes internal to the Council, do not represent direct service experiences or outcomes for residents, and are therefore not appropriate for inclusion in an LPSA2 agreement. Improvement will be addressed through the Council's performance management framework, which ensures that poorly performing PIs are examined by Cabinet and Management Board on a quarterly basis and are supported by an action plan for improvement.

Library services

A long term strategy for library improvement is in place, and partnerships are being developed to improve these services. Much of the work is related to a £7m capital programme, and the outcomes are expected over a longer period of time than the three-year span of the LPSA.

Some health issues

The recent Waltham Forest Public Health Report raised some significant health issues for the borough, many of them requiring a response across local partners to address the wider determinants of health. However, several of the health issues raised are difficult to take forward in the context of an LPSA:

- Many health issues have a "turnaround" time of much longer than three years;
- Some of the issues raised are not yet fully understood and without an understanding of causes we cannot commit to an action plan for improvement or to predictions of future performance;
- Many of the baseline numbers at this stage are unclear or have a significant lag.

The importance of joint working on these issues over the long term, however, is recognised both in the Public Health Report and in the emphasis that is given to health issues in the priorities for improvement locally.

BACKGROUND DOCUMENTS AND CONTACTS

Background documents

A Vision for Waltham Forest
Enclosed with this submission

Waltham Forest Community Plan
<http://www.lbwf.gov.uk/index/community/community-plan.htm>

The Improvement Plan
<http://www.lbwf.gov.uk/imp-plan-section2.pdf>

Comprehensive Performance Assessment
<http://www.lbwf.gov.uk/index/council/council-performance/cpa.htm>

Working Together (Waltham Forest LSP)
<http://www.lbwf.gov.uk/index/council/lsp.htm>

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