

Notes of the Leicestershire Local Area Agreement (LAA) 2006/07 Annual Review Meeting held at County Hall, Glenfield, on Monday 2nd July 2007

PRESENT

Jan Sensier - GOEM – Area Director for Leicestershire – in the Chair

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| John Sinnott | - Chief Executive, Leicestershire County Council |
| Rosemary Beard | - Chief Executive, Connexions |
| Mick Connell | - Director of Adult Social Care and Health, Leicestershire County Council (Leicestershire LAA Block Lead for Healthier Communities) |
| Jim Connelly | - District Manager, Job Centre Plus |
| Martin Gage | - Chief Executive, North West Leicestershire CVS. (Leicestershire LAA Block Lead for Stronger Communities) |
| Ann Goodwin | - GOEM – Block Lead for Healthier Communities and Older People |
| Roger Poole | - Deputy Regional Director, GOEM (observer) |
| Brian Hayes | - Chief Executive, Charnwood Borough Council (Leicestershire LAA Block Lead for Cleaner and Greener) |
| Neil Lambert | - Chief Executive, Charnwood CVS (Leicestershire LAA Stronger Communities Block) |
| Heather Munro | - Chief Probation Officer, Leicestershire and Rutland Probation Service |
| Derek Onions | - GOEM – Block Lead for Children and Young People |
| Andy Robinson | - Assistant Chief Executive (LAA Lead Officer), Leicestershire County Council |
| Mary Rogers | - Area Director, Leicestershire Learning and Skills Council |
| Bill Russell | - |
| Mark Rymer | - GOEM – Performance Management
GOEM – Block Lead for Safer and Stronger |
| Paul Smith | - Communities

Chief Superintendent, Leicestershire Constabulary (Leicestershire LAA Block Lead for Safer Communities) |
| Kishor Tailor | - Chief Executive, Leicester Shire Economic Partnership (LSEP) (Leicestershire LAA Block Lead for Economic Development). |
| Chris Tambini | - Head of Corporate Finance, Leicestershire County Council |
| Dave Tantum | - GOEM – Block Lead for Economic Development and Environment |
| Nigel Toms | - Audit Commission |

Dr Andrew Wakeman	Director of Public Health, Leicestershire County Council/Leicestershire and Rutland PCT (Leicestershire LAA Block Lead for Healthier Communities)
Dave Webb	Chief Fire Officer, Leicestershire Fire and Rescue Service
Gareth Williams	- Director of Children and Young People's Service, Leicestershire County Council (Leicestershire LAA SSOG Lead for Children and Young People)
David Wilson	GOEM – Project Management Office
John Wright	- Senior Policy and Performance Officer (LAA), Leicestershire County Council
Geoff Cave	- Committee Officer, Leicestershire County Council
Louise Hall	- Committee Officer, Leicestershire County Council

1. Welcome and Apologies

Jan Sensier welcomed everyone to the meeting.

Apologies for absence were reported on behalf of Catherine Griffiths (Chief Executive, Leicestershire County and Rutland PCT), Christine Fisher (Chief Executive, North West Leicestershire District Council), Assistant Chief Constable Mike Goodwin (Leicestershire Constabulary), Richard Tobin (Leicestershire and Rutland Association of Parish and Local Councils) and Diana Gilhespy (emda).

2. Introduction

1. Jan Sensier explained that the purpose of the meeting was twofold. Firstly to reflect on LAA performance and direction of travel over the last year (with particular emphasis on themes and generic issues) and secondly to look forward regarding the implementation of new style LAAs.
2. GOEM is not required to complete a RAG performance or direction of travel rating as undertaken for the six- month review. The Partnership was congratulated for producing a robust clear and well-balanced self-assessment progress report and GOEM expressed satisfaction with current LAA partnership arrangements.
3. A recent statement by Phil Woolas, ex-Minister for Local Government and Community Cohesion announced that the timetable for the sign-off of LAA negotiations has been extended until June 2008. This extension will give local authorities and partners' additional time to develop the new LAAs following the publication of guidance in autumn 2007 and ensure that the new LAAs translate the vision and ambition for the local area into a reality.
4. LAAs have necessitated an "evolutionary" change but it is clear that implementation of new style LAAs will be a "revolutionary" one. The aim is that the LAA will become mainstream to local authority delivery and the Sustainable Communities Strategy. A key consideration will be the nature and level of support the local authority and partners will need to support them through the transitional phase and the key messages GOEM will need to convey back to Whitehall.
5. The likelihood is that existing reward targets will roll forward at least for the first year.

6. Diana Gilhespy (emda) had been invited to the review meeting but unfortunately was unable to attend. Jan Sensier indicated that GOEM would be happy to receive and report back to emda on any key messages arising from the review discussion.

3. Overview of LAA Performance 2006/07

7. It was reported that members of the Leicestershire Strategic Senior Officers' Group (SSOG) represented Leicestershire Together at the meeting and that, following an overview of performance SSOG Block Leads would give brief presentations to support the analysis in the self assessment and explain what actions were proposed to address poor performance and any gaps in performance reports. PowerPoint presentations would be given on these aspects and copies of the slides are available on request.

Overall Progress

8. In terms of LAA outcomes it was reported that 64 per cent are currently on target, 23 per cent are amber and 13 per cent are red. In overall terms there are more indicators showing risk to achievement of targets at the end of year than at six months. There is however now more realism now that performance approaches have bedded in and overall progress is still very positive.
9. Significant progress has been made in addressing the issues highlighted by GOEM at the 6month review. For example Cleaner and Greener issues have been resolved. Most indicators are being reported on and the refresh has provided the opportunity to rationalise baselines, outcomes and indicators
10. The majority of the outcomes arising from the Peer Review have now been implemented.
11. The "Fourth Theme" to be implemented under new style LAA arrangements together with LAA focus on the Sustainable Communities Strategy represent a particular challenges to the local authority and Partners. Some of the key areas for consideration, focus and action regarding new LAA transition and implementation include evidenced based priority outcomes, building on other activities, themes, people and places, investment plans, efficiencies and cross cutting issues

Added value of the LAA

12. The LAA has provided opportunities to add value. Some examples include the SSOG role (whose involvement has led to increased ambition around performance and delivery), a stronger focus on quality of life outcomes for local including vulnerable people and enhanced partnership capacity and inter service collaboration.
13. Recent developments include the setting up of the LAA Leads Plus meeting to better integrate cross cutting issues, actions and opportunities and a programme of support for LT board members.
14. Wider involvement is being facilitated via a Communication Plan which includes the use of "Leicestershire Matters" a magazine distributed to every household.

15. Measures to involve stakeholders include a recently held Leicestershire Together Forum involving a wide-ranging audience from the community.
16. Both the LAA outcome framework and LAA delivery structures have provided opportunities and have acted as a catalyst for local government in Leicestershire to further its community leadership role.

LAA Governance

17. Governance arrangements have been strengthened. Leicestershire Together (LT) has reviewed and revised its structure to make it more fit for purpose to upcoming changes in local governance, for example with regard to the development of a Sustainable Community Strategy, the new local Government performance framework (CAA) and the new LAA framework
18. The need to embrace the sub regional context and re-examine governance arrangements and process is fully recognised. Sub-regional 6Cs, EDE and MAA working are the key challenges for the new LAA along with improved City / County working. New Growth Points will be a significant cross cutting issue. The new LAA brings with it new Governance challenges.
19. John Sinnott pointed out that the MAA is not necessarily limited to the fourth LAA theme and may extend to issues of Public Health for example. Jan Sensier confirmed that GOEM would offer support on taking forward MAAs utilising Nottingham experiences.
20. The issue of locally elected member's involvement in LAA governance was discussed, particularly engagement difficulties associated with general feelings of alienation and suspiciousness regarding the LAA. It was agreed that Members need to be much better engaged in the whole LAA process and government could do more to help communicate with members.

<p>Action Point: GOEM to report back these messages regarding locally elected member LAA engagement difficulties to CLG Policy colleagues</p>
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21. The need to work closely with Leicester particularly around the spatial and economic development dimension across both the City and County is fully recognised. This includes an awareness of the need to develop governance arrangements around this and that emda is involved in these discussions.

Performance Management

22. Performance reporting is well developed. The bedding-in of performance management processes has been a challenge but roles, responsibilities and processes have been clarified and the TEN Performance Manager IT package was successfully implemented.
23. The LAA presents particular challenges in terms of performance management many of which are created by the partnership dimension. Further work is required to build on the progress thus far in the areas of data quality, indicator and target specification.

Action Point: With regard to the reward targets SSOG has requested that a more detailed risk assessment be carried out which specifies the likely trajectory for reward target performance and where gaps are identified suggested options for improving performance.

Financial Management

24. The issue concerning the uncertainty and late notification of funding streams was highlighted particularly the need to link programme planning with finance requiring greater financial security. Difficulties caused by the late funding arrangements may have resulted in lower performance levels in some instances.
25. It was reported that a strategic partnership finance group, chaired by Chris Tambini, has been convened to undertake some detailed work on the current commitments for pooled funding in 2007-08 and explore the options for strategic investment of those funds in line with LAA priorities.

4. Reports by LAA Theme Lead Members

26. A summary report was presented by each of the seven LAA theme Leads (or their deputies) covering progress, key achievements, outstanding key risks and prospects for next year.

Safer Communities Theme (Paul Smith)

27. Mixed results within the Safer Communities block so far. Whilst there has been significant success in some areas others have not progressed as well as planned. The achievement of reward targets is promising with the exception of PPO related crime categories.
28. The main cause for concern is the red risk crime reduction PSA. The key risks are overall crime reduction targets, particularly criminal damage and wounding. PPO related crime reduction categories and increased number of mandatory perception based targets/indicators. Neighbourhood management and engagement has seen significant progress and enhanced interim measurement methods are being explored.
29. The transition from direct allocation of CDRP funding to allocation via the LAA has been a challenge. A reduction in funding has required some re-prioritisation and has not helped in achieving some targets. The uncertainty regarding future targets within the new LAA and the implications for existing targets is of concern. GOEM expressed full appreciation of the potential impact arising from late notification of reduced Home Office funding with plans already laid agreeing that government needs to be fully aware of the impact this is likely to have on delivery.

Action Point: GOEM to ensure that CLG/Treasury is fully aware of LAA delivery difficulties associated with the late reduction of SSC funding from the Home Office

30. Key achievements so far have included a reduction in First Time Entrants to the Criminal Justice System through strong partnership working, a reduction in percentage of detected DV crime committed by repeat offenders, a reduction in re-offending by PPOs and the successful launch of the Hate Incident Monitoring Project.
31. It is anticipated that prospects for the next year will continue to be mixed with successes in some areas but less so in others. There is concern that lessons learned in Charnwood may not be realised across the county in time.
32. The red risk Reward Target for the Safer Communities theme covers a number of indicators. It was explained that these sub-indicators within the reward target are the overall County wide figures for crime types commonly associated with prolific and priority offenders (PPOs). The first part of this reward target involves targeted work with two specific PPO cohorts and progress there is good. There is however a risk in terms of achieving the overall reward because of the need to exceed Home Office targets on other PPO cohorts, for example on burglary. John Sinnott suggested that there is a need for clarity around the PPO target including a discussion around the pros and cons of the reward. Jan Sensier emphasised that this particular reward target was chosen by Leicestershire as a key issue within the Safer Communities block.
33. GOEM is aware that PSA1 is a very challenging target and that SSC represents the key LAA challenge currently having the most risks against targets. Charnwood CDRP was identified as a key risk at the 6month review but GOEM is now pleased with subsequent progress and views this as a positive project moving forward and sets a good example for other CDRPs.
34. It is considered that there is a greater CDRP role for both County and districts in terms of CDRPs and LSPs and requires direct involvement and agreement by districts regarding funding.
35. Mark Rymer pointed out that wounding is a priority affecting both the County and the City. There is a need for the Partnership to focus on all crime types and categories and a danger that the range of crime reduction priorities could make it difficult to focus sufficiently on each. He agreed that the self-assessment is realistic in acknowledging that targets won't be achieved by March 2008.

Stronger Communities Theme (Martin Gage)

36. Some highlights on the stronger communities theme include the Social Capital Survey, support given to Parish Councils by Leicestershire Association of Parish Councils and implementation of the Rural Social and Community Programme. There have been significant achievements including better outcomes for local people, enhanced efficiency and improved partnership working.
37. Questions were raised about the Social Capital Survey and support to Parish Councils. The increased importance of Neighbourhood Management and better Partnership working was noted.
38. The only key risk highlighted currently concerns CVS Neighbourhood Workers funding post December 2007. Options are being pursued to fill the gap and there is a need to explore other funding sources.

Action Point: SSC Strategy Group to examine available options for addressing the identified risk regarding the CVS Neighbourhood Workers funding post December 2007.

39. The proposed activities around Volunteering and National Carers weeks were explained as were plans regarding Community Transport Network, Faith Conferences and strategies to improve members' involvement.
40. A key development area going forward will be the implementation of local initiatives aimed at giving a stronger voice to the community
41. Jan Sensier applauded the work undertaken regarding Social Capital. Mark Rymer pointed out that the majority of targets wouldn't be measured until the results of the Social Capital Survey come on stream in 2009 and wondered what plans are in place to monitor progress between now and then. Martin Gage agreed the need to look at this in terms of the new LAA and how to take this forward but it was not clear at this stage whether this would be feasible.

Cleaner & Greener Theme (Brian Hayes)

42. The Cleaner and Greener theme has responded positively to the recognition at six months that delivery arrangements were off track. Since then the delivery group has met regularly and worked hard at supporting improved delivery.
43. There have been improvements on 7 of the 14 targets with no red risks and activity is beginning to drill down to priority neighbourhood areas leading to targeting of services to areas where it is needed most.
44. Key achievements include the meeting of reward targets milestones, improved coordination across the different strands and action filtering down through the layers of the LSPs and to community organisations.
45. The C&G theme is increasingly important, due to emphasis placed on climate change issues. There have been some successes, but Waste Management is perceived as a significant risk. The current issues around the new Municipal Waste target need to be resolved quickly (current complexities around the household/municipal waste definition). The need for a broader C&G focus has been identified along with better coordination and travel planning schemes. The involvement of priority neighbourhoods is being encouraged and supported.
46. Key potential risks identified are external impacts on the waste indicators, concern at the increasing breadth of the block with the risk it becomes less focussed and ensuring that all the blocks take account of this cross cutting theme within their activities.
47. Some potential wins for next year include continuous improvement on waste targets using reward money and developing a clearer picture of the local environment in Priority Neighbourhoods, more focussed activity in Priority Neighbourhoods and opportunities to impact on Climate Change.

Action Point: GOEM to consider the request for a clearer definition regarding recycling and municipal household waste.

Older People Theme (Mick Connell)

48. There has been significant progress with older people engagement and partnerships have been strengthened. The improved level of engagement is viewed as a success, as is closer working with the Pension Service. Direct payments are providing more activities for older people and there is a higher profile for older people across the LAA together with a greater emphasis on social inclusion. There are remaining challenges however around Social Inclusion and Direct Payments.
49. On the down side there has been a slower start to five out of the nine projects with Housing and Health related projects/targets being amongst the slowest.
50. A key risk is the highly challenging Attendance Allowance reward target. There are also potential risks associated with performance measurement, DWP involvement, the cross cutting nature of Older issues, and improving performance management arrangements.
51. Looking ahead over the next year it is anticipated that 3 to 4 reward targets will be back on track and all projects will be established delivering better outcomes for older people. In terms of the wider emerging picture there is potential for efficiency savings and opportunities for service redesign. The LAA refresh has helped to facilitate greater focus on older people across the block.
52. Jan Sensier referred to the Direct Payments enabling measure request, which had at long last been agreed. Reference was also made to a partial victory regarding a further enabling measure request to DWP for additional Attendance Allowance data, which DWP had promised to investigate and report back to the authority. Leicestershire was congratulated for work undertaken in raising the older people profile within the County and for help to facilitate integrated delivery. John Sinnott referred to encouraging feedback from the Older People network and the links back to Social Capital.

Healthier Communities Theme (Andy Wakeman)

53. At the six-month review it was noted that two factors had given rise to some concern when looking forward with regard to Health outcomes to the end of 2006/07. The first concerned financial constraints in the National Health Service and the second the potential impact of structural reorganisation.
54. Notwithstanding these issues the health theme in general is progressing well and risks cannot necessarily be ascribed to a lack of resources. It is worth noting that at the six-month review stage the Healthier Communities theme had the largest number of indicators against which it was not possible to report. Subsequently performance returns have been achieved on all indicators confirming good progress on physical activity, domestic fire safety and mental health and well being.
55. The Refresh process has also led to improved prospects for achieving the Physical Activity and Smoking Cessation reward targets as some confusion around baselines that disadvantaged Leicestershire has been clarified and agreement reached on the way forward.

56. Primary Care Trust changes have generated their own challenges. The main LAA risks identified are around obesity and health eating, smoking and drinking targets and Chlamydia reduction.
57. Looking ahead to next year the organisational changes to the PCT are starting to bed-in and a new joint Director of Public Health post with the County Council has been created and filled. This together with the creation of the new Health Partnership at the County level provides a sound basis for a strong focus on “improved LAA outcomes going forward and opportunities to feed in to the Sustainable Communities Strategy
58. GOEM acknowledged that there has been good progress despite difficult circumstances. This provides a much sounder platform upon which to move forward next year. John Sinnott suggested that since the health theme concerns people it would be worth enhancing the promotional value of the Health Block by renaming it the “Healthy People” block.

Children and Young People Theme (Gareth Williams)

59. Overall progress within the Children and Young People’s theme continues to be good. Already the single largest theme it has increased the number of outcomes and indicators through the refresh reflecting the key role of the LAA as the delivery plan for the Children and Young People’s Plan.
60. There have been a range of good results, particularly in the areas of access to leisure for vulnerable young people and families, increased take up of youth services by vulnerable groups and a reduction in 16/17 year olds presenting as homeless. In particular the 14 to 19 strategy is recognised by the NAO as being well developed and work with the City is beginning to pay dividends.
61. The key risks concern increase in average points score at KS4 (red risk reward target), Chlamydia screening reduction and percentage CYP in care missed 25 plus school days (both red risk non reward targets). The red risk KS4 target is very stretching particularly as the Partnership is ambitiously setting itself a super aspirational target to improve performance and move from 60th position to amongst the top 5 per cent nationally.
62. In terms of stronger partnerships the involvement of Connexions and the LSC are seen as being a key factor in achieving the desired changes in culture for 14-19 year olds.
63. Looking ahead there is confidence in continuing the positive trend with a rigorous action plan in place to address amber or red indicators.
64. Some thorny issues remain, particularly uncertainty regarding PCT funding for Chlamydia screening and the very challenging stretch on average points at KS4.

Economic Development an Enterprise Theme (Kishor Tailor)

65. Overall progress is still good and the strategy and delivery structures continue to work effectively. The refresh process has enabled the rationalisation of the outcomes framework.
66. The excellent start in outcome terms for the first six months has been difficult to maintain with regard to the reward targets although overall most outcomes are on track.
67. There have been several noteworthy achievements, particularly around Business Starts, job creation and improved inward investment rates. Better

coordination of EDE activities and objectives was seen as an important achievement. Improved City / County cooperation was also flagged up as an essential ingredient for continued progress.

68. More guidance on the fourth block would be welcome. There is a recognition that the broader strategic agenda needs to come together including both economic strategy and spatial strategy links. The expansion of the block within the new LAA arrangements and how this will be successfully achieved are important considerations going forward. Also, how best to engage emda and increase the levels of joint working on EDE issues. GOEM consider it advantageous that Kishor is chairing EDE Blocks for both the County and the City.

Action Point: EDE Strategy Group to work with GOEM to facilitate improved engagement and joint working with emda on EDE issues

69. There have been a number of notable achievements over the last year including the establishment of enterprise agencies to deliver a range of business support activities at a local level. Improved partnership working with Job Centre Plus to identify clients, make referrals and deliver tailored learning and support.
70. On the downside a number of key risks going forward have been identified.
- Regionalisation of business support service has lead to issues about ownership of Reward target and transfer of responsibilities from Business Link Leicestershire to East Midlands Business Ltd.
 - The principal risk concerning the Employment Reward Target was explained. GOEM acknowledged the good start made with Learn2Earn which is a good example of partnership working
 - It was stressed that successful progress and delivery of this target would only be likely if the DWP agrees the enabling measure request to make the "Return to Work Credit" available immediately across Leicestershire for the Learn2Earn programme. Pathways to Work is rolled out across Leicestershire in April 2008 and if Learn2Earn participants transfer to Pathways prior to entry to employment in order to access the Credit then the target will not be met. DWP have indicated that they are willing to work with Leicestershire and GOEM to take this issue forward

Action Point: Meeting to be arranged between DWP, Leicestershire and GOEM to determine whether the enabling measure issues regarding the Employment Reward target can be resolved.

71. It was reported that an EDE reward issue had emerged from the recent EDE Strategy Group regarding the number of Business Start up businesses assisted by Business Link. The issue briefly concerns the impact on the agreed LAA reward consequential upon the requirement for delivery agencies to work to new baseline targets set by emda.

Action Point: Meeting to be arranged between emda, EMB, LSEP and GOEM to resolve Reward target difficulties as a consequence of new baseline targets set by emda.

72. Positive prospects for next year are dependent on several important factors including the following:

- The prospect for the achievement of the two reward targets in 2007/08 will be greatly reduced if the identified risks are not overcome.
- The Local Government White Paper and expanded “Economic Development and Environment Theme” will have significant implications for the direction of travel of the existing outcomes and any revised outcomes in the new LAA

4. Way Forward

73. Discussions focused on the potential impact of CSR’07 and the upcoming Regional Conference (scheduled for July), the future of current Reward Targets and changes needed for the new LAA. In terms of rewards it is expected that current ones will run over into year 3 but policy is still evolving as to whether the new LAA regime will have a reward target element.

74. It was reported that arrangements for the New LAA are beginning to take shape and confirmed that Project management arrangements are in place for the development of a new Sustainable Communities Strategy and LAA. The development of an evidence base through a “State of Leicestershire” report is in progress and the timetable aims for SCS priorities to be agreed broadly by October 2007.

75. This timetable for broad agreement of priorities will hopefully dovetail with the priority setting work planned within GOEM Leicestershire LAA team and an agreement that both sets of block leads meet in September to discuss priorities from both perspectives.

76. It was agreed that the new LAA would present several challenges, principally, the single financial pot, new indicator set, and agreement of the 35 improvement targets. The existing Block structure and the greater cross cutting nature of targets will also need to be considered. Movement to a single pot within the new LAA signifies a major shift from the existing themed approach. This should provide Leicestershire with greater scope to shape the future framework of the LAA including increased opportunities for cross over within the various LAA themes.

77. In developing the new LAA ways will need to be found to increase SSOG and Member buy-in, improve City / County working, sell the benefits of the LAA achievements more widely and make better use of the Leads plus meetings. Increasing the participation of Members was also discussed and GOEM offered to help this with issue

<p>Action Point: GOEM to work with Leicestershire Together to examine options and formulate strategies aimed at increasing Members involvement in the LAA including by obtaining any good practice from other regions.</p>

78. It is recognised that there will be a need for the Sustainable Communities Plan to be comprehensive and evidence based to provide a sound platforms for priority setting.

79. The context of the LAA provides an opportunity to further join up current commissioning activity, where it adds value

80. An important piece of work will be to review partnership performance management arrangements within Leicestershire in the light of the CAA proposals. A key element to this will be the review of the County Council's current corporate arrangements. Finance is perceived as one of the big issues regarding the new LAA. Issues include the uncertainty moving forward with no details about future funding, and the need for agreement how resources will be managed and distributed. John Sinnott raised the issue of whether efficiency targets will be part of the LAA. Whilst Leicestershire would not argue against this there needs to be clear guidance from CLG/Treasury how to implement this.
81. GOEM confirmed that all financial issues raised during the meeting together with those highlighted in the Self Assessment had been noted and appropriate messages would be conveyed to relevant policy colleagues in London. It was important however not to raise expectations in advance of CSR'07.
82. The single pot was discussed in particular whether or not this would be new money or existing LAA money already badged, for example supporting people. GOEM indicated that the key message is that the LAA should be the first port of call with more resources to be channelled via this route. This is a clear direction of travel message although there has been reluctance by some Departments to embrace this.

5. Conclusion

83. Jan Sensier concluded the meeting by congratulating Leicestershire on the work undertaken thus far and on the positive progress being made. This is clearly evidenced by the outcomes achieved and the ability to quantify real wins and to demonstrate the impact the LAA is having. The County Council and partners commitment to making the LAA work is fully recognised and appreciated. It is pleasing to see that risks are being managed so effectively. GOEM is keen to provide continued support to the Partnership as the LAA develops and moves forward. John Sinnott responded on behalf of the County Council and its partners by expressing appreciation for the support provided by GOEM.

David Wilson
LAA Project Management Office
GOEM