

# Local Area Agreement 2006-09

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## Annual Self-Assessment 2006-07

June 2007

## Self Assessment Structure

- Overarching Summary Self Assessment document
- Part 2 –Summary Progress by LAA Theme
- Part 3 - Full Indicator Tables

## Purpose of Summary Document

1. Assess overall progress against the outcomes and indicators within the Local Area Agreement and in particular changes since the end of September when the six monthly self assessment was completed.
2. Identify particular successes within the LAA and where they can be credited to the development and delivery of the LAA.
3. Identify the outcomes and indicators that are most at risk of not achieving target outcomes and explain at a high level what is being done to address those risks.
4. Assess the direction of travel with regard to the Local Area Agreement in terms of prospects for the delivery of improved outcomes. This is particularly important given the planned introduction of a new national LAA framework from April 2008

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Appendix 1 – Leicestershire Together Strategic Framework

Appendix 2 – Reward Target Risk Table

## 1. Overall Assessment of Progress

The preparation, agreement and implementation of Leicestershire's first Local Area Agreement has been a significant undertaking which has met with considerable success, useful learning and areas for further improvement. Considerable success in terms of improved outcomes for residents of Leicestershire and in particular in terms of the way in which the LAA has provided an invaluable catalyst for improved Partnership working.

From the beginning Leicestershire's approach has been to understand and implement the LAA in a way that was most likely to add value to the situation before it was agreed. For example;

- To bring a new focus on vulnerable communities within Leicestershire with the introduction of neighbourhood management and other theme specific approaches
- To give improved strategic capacity in some themes e.g. with the creation of a new health partnership, stronger communities partnership board and economic strategy group
- To improve consultation mechanisms with residents e.g. the creation of the older people's network
- Improve delivery mechanisms e.g. through the reorganisation of business support within Leicestershire and the improved targeting of support to increase benefit take up for older people.

Leicestershire's approach has been to respond positively to the mainstream implications of the LAA evidenced for example by the adoption of the LAA as the principal partnership delivery plan for the Children and Young People's Plan. At the same time the proposed national approach has been adapted to suit local circumstances, for example the Safer and Stronger Communities national theme was split into three in Leicestershire. The potential risk in that approach of creating more silos has been outweighed by the clearer focus afforded to each theme. In particular this has enabled District Councils (through the Cleaner Greener theme) and voluntary sector umbrella organisations (through the Stronger theme) a more prominent role in leading aspects of LAA delivery.

As table one shows the situation in terms of likely risk to achieving planned targets is very positive.

63% of the indicators are on track to meet target figures, 23% amber and 13% red. There is more information on achievements and challenges in pages 12 to 15 below and section 2 which covers each theme.

## **1.1 Progress since the Six Monthly Review**

The GOEM response to the 6 month self assessment made some overall comments regarding the main themes of the LAA. Progress in relation to those half year comments are addressed in the following overview.

### Safer and Stronger Communities

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. It is the first theme to complete a detailed risk assessment of its reward targets three weeks ahead of schedule.

### Healthier Communities and Older People

At the six month stage the Health theme had the largest number of indicators against which it was not possible to report. In quarter 4 06-07 there were performance returns on all indicators. The Refresh process has also led to improved prospects for achieving the Physical Activity and Smoking Cessation reward targets as some confusion around baselines which disadvantaged Leicestershire have been clarified.

At the six month review it was noted that two factors gave rise to some concern when looking forward with regard to Health outcomes to the end of 2006-07. The first was with regard to financial constraints in the NHS and the second the potential impact of structural reorganisation.

The PCT's challenging financial position & the prime need for a robust financial recovery plan meant, of necessity, that full implementation of the public health white paper "Choosing Health" has had to be delayed. However in spite of the financial situation some additional developments have been possible in smoking cessation services and sexual health services (GUM access). Whilst the national Chlamydia screening programme will continue to be rolled

out locally, this will occur at a slower pace than is ideal. However, it is anticipated that more funds will be made available for implementing “Choosing Health” & other necessary public health programmes in 2008/09, resulting from a continued improvement in the PCT’s financial position.

In general the health theme is progressing well and other risks cannot necessarily be ascribed to a lack of resources. The re-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.

### Children and Young People

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.

### Economic Development and Enterprise

Overall progress is still good and the strategy and delivery structures continue to work effectively. The refresh process enabled the rationalisation of the outcomes framework. 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.

	Indicator Risk Summary			Not available for reporting
	Green	Amber	Red	
Children and Young People	27	7	1	1
Cleaner and Greener	7	4	0	3
Economic Development	4	3	0	4
Health	7	3	2	0
Older People	2	4	3	2
Safer	9	2	5	8
Stronger	7	0	2	11
<b>Totals</b>	<b>63</b> <b>(63.6%)</b>	<b>23</b> <b>(23.2%)</b>	<b>13</b> <b>(13.1%)</b>	<b>29</b>

Detail on the current position for each outcome area can be found in block indicator tables which are appended to this report.

## 2 The Added Value of the LAA

Demonstrating tangible measurable benefits to Leicestershire residents within one year for a programme as new and challenging as the LAA is not always straightforward. One difficulty has been the relatively short timescale in which to ascribe impact to the LAA and the other key issue disaggregating impact from existing delivery arrangements. However the quarterly cycle of progress monitoring has since the beginning asked delivery leads to show why the LAA has improved matters and there are a number of examples to point to.

## 2.1 Better Outcomes for People

The table above gives a summary overview of the number of indicators on track or otherwise. The following is a selection of examples where strong performance is being shown against targets for 2006-07. More examples can be found in part 2 of the self assessment with the theme specific assessments.

- Decrease the % of detected domestic violence crimes committed by repeat offenders - reduced from 30% to 21% during 06-07 – (target 08-09 20%)
- % reduction of first time entrants into the criminal justice system (target 06-07 2% reduction) end of year actual 7.8%
- Increase the % waste recycled at Civic Amenity sites – up to 47% from 40% baseline, the target is 45%
- Increase % waste recycled for lowest district authority – up to 34% from a 23% baseline, target is 30%
- Increased access to leisure facilities and cultural services for vulnerable young people through a joint project within the CYP theme lead by a partnership of District and County Council officers. Initially this has made available for the first time free swimming throughout the county for LAC and vulnerable groups and their families and carers so that 156 families have accessed free/subsidised cultural services. This is 10% increase on the base line of 142 families in 05/06.
- Increased take-up of youth service activities by vulnerable groups (e.g. disabled children; BME and young carers) : 14.7% increase in take up of youth service activities by vulnerable groups (target 06-07: 5%).
- Reduce the number of 16/17 year olds presenting as homeless – target for 06-07 298 actual 112

## 2.2 Enhanced Efficiency

It is probably too early to measure cash efficiencies as a result of the LAA. Furthermore the nature of the current LAA framework does not assist the achievement of cash efficiency savings. It is not sufficiently aligned with other performance, inspection and business planning

processes and has required the investment of more resources to deliver it within the timescales. The ambition of the Government for the new LAA as the single conversation between national and local government is more promising and Leicestershire's LAA partners hope that in moving into the new regime they will have the freedom and support from government to deliver more cash efficiencies through the LAA.

Having said that in terms of the other main aspect of the 'Gershon' efficiency agenda i.e. achieving more with existing resources, there is some evidence. This is particularly where bringing people together in partnership has led to more practical collaboration in delivery. For example closer internal County Council working between the Breaking the Barriers Team and the Adult Learning service has emerged via the LAA and has led to improved partnership working with Job Centre Plus and increased numbers of people helped off Incapacity Benefit. Also within the safer theme a focus on reducing the number of first time entrants (FTEs) entering the criminal justice system has strengthened partnership working leading to a joint police / youth offending service action plan to turn round a projected increase in FTEs.

### 2.3 Stronger Partnership Working

There are many examples here both in terms of strategic partnership working and at the delivery level. At the highest strategic level there has been a review of the Leicestershire Together structure following a peer review. This has led to a clarification of the relationship and role of Partnership organisations and their constituent members within Leicestershire (see appendix 1) and this has been followed up with more facilitated support to the Board so members are able to explore and clarify their particular roles and what is required to carry these role out.

Furthermore since the 6 month review the co-ordination of LAA themes has improved through the instigation of the 'Leads Plus' meeting. This meets quarterly and is an externally facilitated half day which includes each of the 7 LAA theme leads, representatives of cross-cutting partnerships such as Enable (the County environmental partnership) and neighbourhood managers. The main purpose is to ensure LAA themes and cross-cutting issues are properly brought together.

At a theme level the first year of the LAA has seen a number of developments to build strategic capacity into the Leicestershire Together framework. So for example a Health Partnership has been developed as has an Economic Strategy group. These bodies bring together key delivery agencies to take a strategic look at how the evidence on what will improve outcomes for people

in Leicestershire is translated into delivery of the right kinds of interventions.

At the delivery level practical partnership collaboration is evident throughout the LAA. For example with regard to improving support to people thinking of going into business, the LAA has enabled business support partners to identify and address business support needs within the County and develop a more effective referral system. Another example is the Stronger theme initiative of employing a Rural Housing Enabling Officer in partnership with East Midlands Rural Housing Association to increase the availability of affordable housing in new rural housing developments.

#### 2.4 Impact on Local Authorities ability to enhance the community leadership role

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.

For example the Neighbourhood Management agenda has been instigated through the development of the LAA and is an example of both the County Council and District councils carrying out their respective community leadership roles together. The County Council does this by leading in convening partners at the higher levels of the Leicestershire Together partnership structure and co-ordinating the agreement of priority areas and development of neighbourhood management models. District councils have taken the lead in recruiting Neighbourhood Managers, applying model approaches in a way suitable to their areas and bringing together delivery organisations through LSPs and Neighbourhood Action Teams.

Another example is the policy area of Community Cohesion. Local authorities are expected rightly to take a lead on this issue and a research report on Community Cohesion lead by the County Council was considered at the last Leads Plus meeting where partners from other agencies were able to contribute to its finalisation. This is intended to underpin a strategic partnership approach to promoting greater Community Cohesion.

The development of the Leicestershire Together Partnership framework has also provided an opportunity for cross-cutting issues to be considered in partnership. Recent items for discussion at the Strategic Senior Officer Group have included: a County wide VCS infrastructure review; a report on changes to the age of the population over the next 20 years, consideration of the Lyons review and a report on joint commissioning. The latter has led to the development of preliminary work to align PCT and County Council commissioning processes.

## 2.5 Improved Central and Local Government Relations

The LAA has built on what were already good relations with the Government Office for the East Midlands (GOEM) and strengthened them further. There is a real sense of partnership with GOEM in terms of the purpose of the LAA and Government Office staff have been visible at a theme level and have participated positively within the Leads Plus meetings. Relationships with central government departments has become slightly soured through the experience of the Enabling Measures initiative although the difficulties of agreeing all enabling measure requests is recognised. Going forward it is hoped that central government continues to give regional government offices the autonomy and flexibility that is required if the challenges within the new LAA are to be met.

## 2.6 Improved Focus on Policy Areas

The LAA introduced a number of outcome areas which required further work in terms of measurement of outcomes and specification of delivery. So for example hate crime and anti-social behaviour were already priorities prior to the LAA but including them within it has added emphasis and accelerated progress. Since the six month review and through the refresh process the Health theme has included an outcome aimed at achieving better health by focusing on access to food and promoting healthy eating. Similarly within the Cleaner Greener theme a local outcome has emerged through the refresh designed to reduce the amount of CO2 emitted by public buildings. This has built on the existing climate change plans work within the LAA.

The specific emphasis on a Stronger theme and the carrying out of a social capital survey has been a significant achievement. Within 20 priority areas LAA partners have, working with local volunteers, baselined the principle factors contributing to social capital which will enable clear measurement over time as to how levels of social capital change.

## 3 Outcome Risks

In overall terms there are more indicators showing risk to achievement of targets at year end than at six months. This is more a product of performance assessment approaches bedding-in than any real dip in performance. At six months with delivery getting underway some themes were perhaps slightly overoptimistic in their risk assessments. At year end the annual target figure focuses the mind more on the real risk to achieving targets and therefore has led to more

amber and red assessments.

This section falls into three parts, the first addresses specific issues raised by GOEM at the six month review. The second lists those non-reward targets that are most at risk of not being achieved. The third addresses all reward targets that have any risk to not being achieved. The current position with regard to reward target risk is also listed in appendix 2 with the relevant performance reward grant amounts. SSOG has asked block leads to supply a detailed risk assessment against year 3 targets for the reward targets with an estimate of gaps and possible remedial activity to bridge gaps.

### 3.1 Changes since six month review

GOEM's note on the six monthly self assessment highlighted risks with regard to eleven indicators focusing largely on mandatory targets. The issues identified have been resolved in eight cases. Residual risk/concern remains with three:

- **Crime Reduction target:** Performance at the end of 06-07 was nearly 9% off target however crime is lower than the baseline year of 2005. To further reduce overall crime work and resources are being focussed on tackling crime in priority neighbourhoods. In addition a specific project has been set up in the highest priority borough, consisting of a combination of structural, strategic and operational interventions. The learning from this project is to be rolled-out to other areas by end of the year.
- **Increase the number of seizures for Class A drugs:** At six months it was reported that there needed to be some clarification of the measurement regime for this indicator and the Police were investigating this which led to a delay in reporting. This has been clarified but owing to a police database crash baseline data will not now be available for 2005-06.
- **Improving waste management within Leicestershire (increase % recycling for all districts):** The latest data available is for quarter 3 and this shows a 39.36% recycling rate against a target of 40%. Although the gap seems small in percentage terms this is a large amount of waste and there is a risk it will remain off trajectory. The Waste Partnership has developed options for addressing the predicted shortfall with some rough costs attached and will be considering how these are to be funded.

### **3.2 Other outcome risks**

The following is a list of the performance indicators at most risk of not achieving the target figures at year end.

#### **Red outcome risks – non reward targets (high risk of not achieving target)**

##### 1.3.5 - % of LAC who have missed 25 days of school year

The September 06 figures show a slight fall in the levels of attendance compared 04/05 academic year. An action plan has been put in place to tackle missed attendance.

##### 3.2 – Increase Parish Council Voting Turnout and 3.3 % reduction in parish Council seats returned unopposed

Final audited figures are not yet available but the outcome lead reports that the targets have not been met. The Stronger Communities Board will consider appropriate improvement activity when final figures are available. It is expected that the three year memorandum of understanding signed between the County Council and the Association of Parish Councils in 2006 will help lay stronger foundations for the future.

##### 4.5.1 - Uptake of Chlamydia Screening for ages 15 to 24 yr olds

The target for 06-07 was 10% of the cohort population, the actual was less than 1%. Leicestershire and Rutland PCT has not been able to prioritise additional funding for the Screening Programme. It is acknowledged that the target for 2007/08 is also at risk with possibly only about 12% being achieved, the target being 50%. A revised action plan is to be developed by July 2007, for the rollout of a chlamydia screening programme based on reduced funding and confirmed pathology costings for tests.

##### 5.6 - Number of OP in Extra Care Schemes

The target for 06-07 is 179 with the actual 139. Work with Harborough District Council to re-designate a scheme as extra care is progressing with approval in principle. Further progress is expected in the 1st quarter of 2007-8.

##### 7.1 - BCS Comparator Crime

A reduction of 4.5% has been achieved from the baseline however performance is still off-target as the target of 24538 represents a 12% reduction. There is a clear focus on

collaborative work and resources on tackling crime in priority neighbourhoods. In addition a specific project has been set up in the highest priority borough, consisting of a combination of structural, strategic and operational interventions. The learning from this project is to be rolled-out to other areas by the end of the year.

### **3.3 Red Reward Target Risks (High risk to achievement of target)**

#### 1.3.1 - Increase average point scores of pupils (Reward)

The Key Stage 4 GCSE result for summer 2006 was 361 average points score. This represents an increase since 2005, but is still off trajectory to meet the stretch target which for 2007 is 387. A number of actions have been identified such as developing a 13 to 19 strategy, dissemination of good practice, implementing the schools improvement plan, providing CPD opportunities and providing brokered support on vocational courses (more information is available in the thematic CYP section)

#### 4.2.1 - Reduction in Pupils Smoking – (Reward)

Progress in developing this target was delayed significantly hence the high risk category. However the baseline has now been developed and as per the original agreement target figures have been adjusted to reflect the baseline. It is hoped that at the next reporting milestone the performance gap will be reduced.

#### 5.2 - Number of Direct Payments Received (Reward)

The outcome of the enabling request to allow direct payments for council run services wasn't as positive as hoped. Groundwork has been laid for this project in this first year by the project officer and targets set for specific teams to bring the overall target back on track. This should mean by 2009 performance should be back on track.

#### 5.9 - No of OP over 65 claiming Attendance Allowance (Reward)

Due to incorrect data from the outset the agreed target is unachievable although it is anticipated that with current activity and increased referral rates between partners we will achieve 60% of the reward

7.18 to 7.22 - Reward Target 6 for Safer Communities covers indicators 7.18 to 7.22. These sub-indicators within this reward target are the overall County wide figures for crime types commonly associated with prolific and priority offenders (PPOs). The issues involved in

improving performance are common to those for indicator 7.1 which is the British Crime Survey Comparator Crime indicator. The first part of this reward target involves targeted work with two specific PPO cohorts and progress there is good. For improvement actions see comment above for 7.1, in addition the PPO referral process is being reviewed.

#### 7.18 Reduction in Theft of Motor Vehicles

A reduction of 31.5% from the baseline has been achieved but performance is still off trajectory to achieve the stretch.

#### 7.20 – Reduction in Domestic Burglary

A target for 06-07 of 2470 with an actual of 3202 which represents a reduction of 2.7% from the baseline but is still 30% off target.

#### 7.21 – Reduction in Theft From Person

Target 472, actual 690 which represents an increase on the baseline of 26% and remains 46.2% off target.

#### 7.22 – Reduction in Personal Robbery

Target 236 actual 291 so currently 23.3% off target.

### **3.4 Amber Reward Target Risks (Medium risk to achievement of target)**

#### 2.1 - Diversion from landfill BV82a & BV82b (% increase in recycling all Districts)

Quarter 3 levels were at 39.36% with the 06-07 target 40%. This is still a high tonnage of waste and the target is unlikely to be met. Options are being developed as part of the reward target risk assessment process. Current draft options for consideration include:

- introduction of kerbside collection of glass district wide in North West Leicestershire (subject to trial performance) (potential contribution 1.64% towards the target)
- Consider expansion of "free" garden waste collection services (potential contribution (subject to political approval 17.86% towards the target)
- Consider roll out of kitchen waste collection in authorities currently undertaking the operational trial. (subject to political approval) (potential contribution 8.68% towards the target)

#### 4.2.2 - Adults accessing a Stop Smoking Service (in target areas)

The baseline has now been revised covering a larger area than originally planned and at the end of quarter 4 2006-07 73% of the target has been achieved. Increased activity is planned in the enlarged area including:

- Mail shots via GP practices
- Target employers
- Identification of new community facilities for provision of Stop Smoking Service out of hours

#### 4.2.4 – Increase the number of Adults smoke free at 4 weeks (in target areas)

The baseline has now been agreed covering a larger area than originally planned and at quarter 4 provisional data shows that 81% of the new 2006-07 target has been achieved. Unfortunately an associated condition to this target has not been met. This was that the PCT must meet its annual LDP targets for all four week quitters and the target for 06-07 has not been met so performance reward grant of £635,075 will not now be paid.

#### 6.3 - Incapacity Benefit Into Work Below 16 hrs week and 6.4 - Incapacity Benefit Claimants into work 16 hours plus

The Learn to Earn project on which the outputs here are based began delivery in October 2006. There is a 13 week time lag in verifying whether or not targets have been met. At May 2007 13 people had successfully been moved off Incapacity Benefit against a target of 35. Enough people are in the system to see a significant improvement should they all complete a minimum of 13 weeks. Going forward there will be a considerable risk to achieving this target if Learn To Earn is not able to participate in the roll-out of the Pathways project from DWP. GOEM have been approached to support this enabling measure with DWP but at the time of writing little progress has been made.

#### 7.19 – Reduction in Theft From Motor Vehicle (Reward)

A target for 06-07 of 3316 with an actual of 3897. This is a 21.7% reduction from the baseline but is still 20.2% above target (see comments for 7.18 above)

## 4 Governance, Performance and Financial Management

### 4.1 Governance

Leicestershire Together (LT) has reviewed and revised its structure to make it more fit for purpose to upcoming changes in local governance e.g. those proposed via the Local Government and Public Involvement in Health Bill for example with regard to the development of a Sustainable Community Strategy, the new local Government performance framework (CAA) and the new LAA framework.

Each theme of the LAA has an oversight partnership and a group which reviews LAA delivery made up of responsible officers for the outcomes and indicators. Recent developments include the setting up of the LAA Leads Plus meeting to better integrate cross-cutting issues and a programme of support for LT board members. SSOG has settled into its role of having overall direction of much of the business involved in delivering the LAA. In its meetings it has taken a broad view of the prospects for improved outcomes in Leicestershire and related strategic developments including looking at the implications of specific LAA initiatives e.g. the Social Capital survey.

County Council Scrutiny committees received LAA progress reports at six and 12 months. This has done much to raise member awareness of the LAA but has also identified that more needs to be done. In terms of scrutiny input the County Scrutiny Commission has expressed an interest in being involved at an earlier stage in the process with a view to future improvement activity as much as past performance. Current developments on the Sustainable Community Strategy and new LAA will see scrutiny involvement in the autumn which will give enough time for a meaningful contribution. Furthermore future performance reports will be better able to focus on future delivery plans now that much of the awareness raising about the detailed content of the LAA has been completed. The final arrangements for the involvement of District scrutiny bodies in this process, after consideration of the proposed options, has still yet to be resolved.

### 4.2 Performance Management

SSOG is the lead oversight body for performance management of the LAA receiving quarterly reports which indicates the most significant outcome risks and planned improvement activity. SSOG has adopted a light touch approach at this early stage and allowed theme partnerships

and partner organisations to get on with the job of delivery. Outcomes and indicators are owned by specific organisations and assigned to specific officers. These officers attend delivery groups in each theme most of which meet monthly and focus quarterly on performance of key indicators and progress in delivering planned activity.

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 should gaps be identified suggests options for improving performance. This is to be reported at the SSOG meeting in August.

The bedding-in of performance management processes has been a challenge but, by the end of year, roles responsibilities and processes had been clarified and the TEN Performance Manager IT package was successfully implemented for the purposes of reporting against the indicators within the LAA. Training has been carried out with partners in terms of TEN operation and basic data quality issues.

Quarterly theme performance officers meetings have taken place to support implementation of the system and the LAA overall lead performance officer has regularly attended the Leicestershire and Rutland Improvement Partnership (LRIP) to support better integration of District Councils. 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 following areas:

- Data quality. A recent LCC internal audit report has identified areas for improvement which will be taken forward together with similar improvements within Leicestershire County Council. The partnership aspect of this will also be addressed with the support of the County wide information advisory group (IMAG)
- Indicator and target specification. Allied to the issue around data quality there are lessons to be learnt by local partners and national government in terms of the skills and capacity required to develop indicators and specify targets. Errors were made with regard to estimated baselines for some current targets which have made their attainment that much more difficult. In some cases there was also an unrealistic expectation as to planned milestones for the development of new indicators and there are still a number of indicators behind schedule. This wasn't helped by the tight timescales for LAA development and It is hoped that the lesson will have been learnt on all sides as the

negotiations for the new LAA get underway. However the number of indicators not available for report has dropped to 30 and over half of those are because of natural data lag e.g. annual only data.

- Development of TEN. Further configuration is required to allow more information about delivery and improvement activity to be communicated and monitored via TEN. This is to be implemented for at risk targets within quarter1 2007-08.
- Alignment of business planning processes within LCC and partners organisations. With a strong eye on the new LAA framework 2007-08 is an opportunity to build on the learning thus far and further strengthen the alignment of mainstream delivery with LAA outcomes. Related to this the role of District LSPs needs further thought. Currently LSPs have been given access to TEN and three of the seven have received performance reports. Helpful feedback from Blaby, Melton and Hinckley LSPs has led to a further development to the approach and more preparation is to be undertaken to ensure LSPs receive focused reports for indicators where they can add value.
- Linked to the last point there needs to be improved performance data development at geographies lower than the County level. At year end district level data was only being made available for approximately 20 of the 120 indicators. Although not always appropriate or possible this number can be increased and the quarterly LAA performance meeting will further examine the issue to establish how further progress can be made.

#### 4.3 Financial management

A financial protocol that set out the financial governance arrangements for the LAA was agreed by Leicestershire Together and partner organisations in spring 2006. The governance arrangements operated along the lines that Leicestershire Together agreed the allocation of resources to individual LAA blocks for specific schemes and more detailed decision making with respect to financial management including carry forwards and virement was left to both funding recipients and Block Oversight Partnerships (BOPS). For the first year the pooled funding was in effect passported through to the organisations who received the funding in the first place.

Pooled Funding 2006-07 The overall financial outturn for 2006-07 shows an underspend of £470,759 which is just under 5% of the total allocation of £9,420,376.

The largest part of the underspend is within the Children and Young People's theme. The underspend is largely due to the reconfiguration of the early years service, which has led to a delay in recruitment and slower than anticipated progress with the Children's Centre programme. In addition, there is a planned underspend on other Children and Young Peoples funding to ensure resources are available to meet commitments in 2007/08. It is likely that small underspends may arise on other projects funded by the Children and Young peoples block.

The underspend being under 5% is within government rules and to achieve this outcome, following consultation with GOEM, CYP pooled funding has been used flexibly within LAA funding rules.

- Reward and non reward pump priming Funding for the achievement of reward targets of £2.7m has been committed for the three years of the LAA. This is partly funded from LAA pump priming grant of £1.3m and the balance of £1.4m will be met from anticipated reward funding. In 2006/7 the budgeted expenditure is £1m. Also funding has been made available for the achievement of non-reward targets of £593,000. This is funded from a County Council cash contribution of £250,000, partner cash contributions of £100,000 and in kind partner contributions of £243,000.
- Overall there was an underspend of £0.34m on reward funding and £82,000 on non reward funding. This mostly relates to slippage in recruitment.

## 5 Direction of Travel and the new LAA Framework

In simple terms the new LAA framework is coming a year early as the current LAA should run to 2009. However the reasons for this are understood within Leicestershire's LAA structures and instead this is seen as an opportunity to build on progress thus far and build a stronger LAA which becomes the main partnership delivery vehicle for the priorities determined in the Sustainable Community Strategy. This section covers a range of current developments to give a perspective on the prospects for improvements in 2006-07 and the new framework.

### 5.1 Building on 2006-07

This paragraph contains brief observations on some LAA related developments within the last year and how they will support improved outcomes in 2007/08 and beyond. In summary, one year on from the signing of the LAA, Leicestershire has:

- Improved capacity at strategic and delivery level to give a strong focus on improving outcomes in partnership including developments such as the leads plus meeting to ensure a focus on cross-cutting issues,
- Increased the ability locally to measure outcomes in key areas that previously wasn't there e.g. social capital, hate crime, alcohol related crime, participation in physical activity, improved sexual health services,
- Developed the first outcome focused performance management system for Leicestershire Together which seeks to enable performance management in partnership across a full range of policy themes and keeps a focus on risks to achieving specified outcomes
- Identified areas for improvement in the LAA framework which are laid out within this self assessment and will be developed for the consideration of SSOG e.g. the need for greater alignment of performance and business planning systems or improved data quality and target setting practice.
- Prepared for improved joint financial planning within 2006-07 by convening a strategic partnership finance group 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.

- Increased capacity within the County to focus on vulnerable communities, most notably in terms of deprived communities through the priority neighbourhoods and neighbourhood management approach. Discussions have begun regarding how best this initial progress can be reinforced and carried forward. The LAA Leads Plus group has held discussions on this involving representatives from each of the LAA themes and the neighbourhood managers supporting the 19 Neighbourhood Action Teams. Further discussions are planned (including at the next LAA leads Plus meeting in mid-July) to consider how this issue ought to be addressed in both the new SCS and LAA.

## 5.2 Sustainable Community Strategy (SCS) and new LAA framework

Project management arrangements are in place for the development of a new SCS and LAA. The development of an evidence base through a State of Leicestershire Report is underway and the timetable aims for SCS priorities to be agreed broadly by October 2007 and the key aspects of the LAA to be in place by April 2008. The SCS will focus on priorities for people as well as places and provide the high level framework for partners to deliver improved outcomes together via the LAA. The LAA will also be informed by the new national indicator framework of 200 indicators announced in the autumn as part of the 2007 Spending Review. Leicestershire LAA partners will be doing all they can to anticipate the indicator framework and prepare for the negotiation of LAA targets.

The County Council is also co-ordinating the production of an infrastructure plan for Leicestershire including relevant partners planned developments. This will assist in setting the context for place shaping work at settlement level including in relation to new growth locations.

## 5.3 The 'Fourth Theme' and wider sub regional and regional developments

The possible opportunities offered by the new Economic Development and Environment theme have been recognised and an initial meeting of key players in the various sub-themes of the new theme (eg economic development, planning, housing, sport etc) has been held to consider how the new expanded theme might develop and be governed in the future. These discussions will continue and will take account of future developments and advice relating to multi-area agreements, city development companies, new growth points

and the sub-national review of economic development. In relation to the possible development of multi area agreements these could be prepared at both a Leicestershire and a six cities (6Cs) level although no decision has been taken as yet.

Other developments relevant to this include the continued strengthening of the 6Cs partnership through the appointment of jointly funded staff and the commitment to prepare a 6Cs Sustainable Community Strategy, and the possible establishment of more formalised links between key organisations covering Leicester and Leicestershire.

#### 5.4 Performance Management, Business Planning and Joint Commissioning

Developments in terms of the new LAA framework and the implementation from 2009 of the Comprehensive Area Assessment to replace the CPA presents significant challenges to Leicestershire Together and its constituent partners. This signifies a step change in terms of the demand on partners to be collectively responsible for how their services, whether delivered together or separately, impact on the quality of life for Leicestershire's residents.

This begs the question as to how current partnership arrangements may need to change to meet this challenge. The following developments are planned for consideration in the next year:

- The development of joint commissioning arrangements in Adult Social care, Health and Children and Young People's themes. This will be underpinned by the first Joint Strategic Needs Assessment for Leicestershire. The context of the LAA provides an opportunity to further join up current commissioning activity, where it adds value. For example by seeking to explore common approaches and synergies in terms of priority outcomes for commissioning and in terms of practical approaches e.g. in approaches to full cost recovery and the voluntary sector.
- The specification of a project to review partnership performance management arrangements within Leicestershire in light of the CAA proposals. A key element to this will be the review of the County Council's current corporate arrangements.

Appendix 1 Leicestershire Together Strategic Framework



Appendix 2 - Reward target list and outline of performance reward grant at risk.

<b>Children and Young People</b>		<b>All indicators</b>	<b>At Risk</b>
<i>Amber</i>	1.2.1 - Number of Permanent Exclusions in Secondary Schools	£190,522.50	£190,522.50
<i>Green</i>	1.2.2 - No of Under 18's in Drug/Alcohol Treatment programmes	£254,030	
<i>Green</i>	1.2.3 - Homelessness decisions for 16-17 year olds	£444,552.50	
<i>Green</i>	1.2.4 - % of young people prevented from further offending	£381,045	
<i>Red</i>	1.3.1 - Increase average point scores of pupils	£1,270,150	£1,270,150
	<b>TOTAL</b>	<b>£2,540,300.00</b>	<b>£1,460,672.50</b>
<b>Cleaner and Greener</b>			
<i>Amber</i>	2.1 - Diversion from landfill BV82a & BV82b (All Districts)	£444,552.50	£444,552.50
<i>Green</i>	2.2 - Diversion from landfill BV82a & BV82b (Lowest Authority)	£381,045	
<i>Green</i>	2.3 - Diversion from Landfill at LCC CA Sites	£444,552.50	
	<b>TOTAL</b>	<b>£1,270,150.00</b>	<b>£444,552.50</b>
<b>Stronger Communities</b>			
<i>Green</i>	3.4 - Influence decisions - Personally	£317,537.50	
<i>Green</i>	3.5 - Influence decisions - Collectively	£317,537.50	
<i>Green</i>	3.8 - Cultural Cohesion - Neighbourhood	£635,075	
<i>Green</i>	3.9 - Unpaid Help - Formal volunteering	£1,270,150	
	<b>TOTAL</b>	<b>£2,540,300.00</b>	
<b>Healthier Communities</b>			
<i>Green</i>	4.1.1 - Adults - Moderate Intensity Sport	£1,270,150	
<i>Red</i>	4.2.1 - Reduction in Pupils Smoking	£127,015	£127,015
<i>Amber</i>	4.2.2 - Adults accessing a Stop Smoking Service	£508,060	£508,060

<i>Amber</i>	4.2.4 - Smoke Free Adults	£635,075	£635,075
	TOTAL	<b>£2,540,300</b>	<b>1270150</b>
<b>Older People</b>			
<i>Red</i>	5.2 - Number of Direct Payments Received (Stretch)	£63,507.50	£63,507.50
<i>Red</i>	5.9 - No of OP over 65 claiming Attendance Allowance (Stretch)	£571,567.50	£571,567.50
<i>Amber</i>	5.10 - No of OP over 65 claiming Housing Benefit (Stretch)	£317,537.50	£317,537.50
<i>Amber</i>	5.11 - No of OP over 60 claiming Council Tax Benefit (Stretch)	£317,537.50	£317,537.50
	TOTAL	<b>£1,270,150.00</b>	<b>£1,270,150.00</b>
<b>Economic Development and Enterprise</b>			
<i>Amber</i>	6.3 - Incapacity Benefit Into Work Below 16 hrs week	£158,768.80	£158,768.80
<i>Amber</i>	6.4 - Incapacity Benefit Claimants into work 16 hours plus	£1,111,381.20	£1,111,381.20
<i>Green</i>	6.8 - Number of Business Start Ups in L'Shire	£1,270,150	
	TOTAL	<b>£2,540,300.00</b>	<b>£1,270,150.00</b>
<b>Safer Communities</b>			
<i>Green</i>	7.12 - Number of reported Domestic Violence incidents (Reward)	£508,060	
<i>Green</i>	7.13 - Domestic Violence crimes by Repeat Offenders (Reward)	£762,090	
<i>Green</i>	7.16 - Number of offences by Prolific Offenders (Cohort 1)	£381,045	
	7.17 - Number of offences by Prolific Offenders (Cohort 2)	£381,045	
<i>Amber</i>	7.18 - Theft of Motor Vehicles (Reward)	£101,612	£101,612.0
<i>Red</i>	7.19 - Theft From Motor Vehicle (Reward)	£101,612	£101,612.0
<i>Red</i>	7.20 - Domestic Burglary (Reward)	£101,612	£101,612.0
<i>Red</i>	7.21 - Theft From Person (Reward)	£101,612	£101,612.0
<i>Red</i>	7.22 - Personal Robbery (Reward)	£101,612	£101,612.0
	TOTAL	<b>£2,540,300</b>	<b>£508,060.0</b>
	Overall Total	<b>£15,241,800.00</b>	<b>£6,223,735.00</b>