

A Local Area Agreement

For Staffordshire

The Final Submission

March 2007

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1. Foreword

We are delighted to be able to introduce this first Local Area Agreement for Staffordshire. The agreement is the culmination of months of dedicated work by a wide range of partner organisations across the County. It is proof of our sincere commitment to work to a common sense of purpose to improve the quality of life for the people of Staffordshire.

The specific outcomes at the heart of this document are intentionally wide ranging and challenging, but they focus on tangible quality of life issues for all our communities. The LAA will drive our efforts to work together to address the issues that most concern our communities. It reflects and responds to their needs, and brings together partners and their services to deliver outcomes that matter locally.

The LAA will give us greater flexibility to direct co-ordinated resources where they are most necessary, as well as allowing us to shift the emphasis of service delivery away from structures, processes and organisational boundaries towards achieving local solutions that meet the local needs of our communities.

This LAA is dedicated to ensuring that all residents of the County have the opportunity to realise their potential and that Staffordshire develops as a safe, healthy, sustainable, distinctively attractive place in which to live and learn and a commercially competitive environment in which businesses can thrive.

This Submission has been a truly collaborative effort and thanks are due to all those who have contributed to its development. We can now look forward to seeing our shared priorities turn into a reality.



Cllr Alex Fox, MBE
Chair
Staffordshire LAA Strategic Board



David Rogers
Chair
Staffordshire Strategic Partnership

2. Introduction

The main aim of our Local Area Agreement is to deliver sustainable Staffordshire communities through better outcomes for local people. It has been informed by the County and District Community Strategies and will be a key delivery mechanism for the priorities set out in these documents. It has at its core, the delivery of seamless public services, which are developed according to the needs of our customers, rather than individual organisational boundaries. For service users this means that services will be easier to access, delivered for their communities, and responsive to their needs.

Through the LAA there will be a commitment to work better together to deliver improved, more locally responsive services with a focus on closing the gap between communities where inequalities exist. The LAA will enable us to shift resources to focus on prevention rather than intervention. Furthermore, by involving, listening and responding to local communities, services which are better tailored to meet their needs will be developed, while the communities themselves will be encouraged to take responsibility for their community.

Staffordshire has met the challenging LAA agenda with energy, commitment and enthusiasm. All partners have worked to ensure that an ambitious and transformational LAA has been produced, which will take the county of Staffordshire, forward towards our shared vision for the future.

2.1 Our Vision

“Improving the quality of life for all Staffordshire’s communities by making Staffordshire a safer, healthier, cleaner and more sustainable place for all to live, learn, work and invest in.”

2.2 What is the LAA?

The LAA is a radical new approach to the way in which the local authorities of Staffordshire and other Staffordshire partners will deliver services to the people of Staffordshire. It is a three year agreement between partners in Staffordshire and central Government, which will run from April 2007 to March 2010. Ultimately, it will ensure the delivery of better outcomes for the people of Staffordshire.

3. The Context

Staffordshire

Staffordshire is a diverse County located in the North of the West Midlands region. It is one of the largest Shire counties in the country, covering an area of 2,620km² in size. The County has a rich and varied landscape spanning the uplands of Staffordshire Moorlands in the far north east and Cannock Chase - Area of Outstanding Natural Beauty - in the south. Whilst 75% of the land is rural in character, some 75% of Staffordshire’s 816,700 residents live in the County’s urban centres.

In terms of age, the County’s population is broadly reflective of the national picture. As with national trends, the resident population is aging. Whilst Staffordshire’s overall population is expected to see a 4% increase by 2026, there is a forecast growth of around 36% in the 50 year old and over population. Black and Minority Ethnic (BME) communities represent just 2% of the population.

On the whole, Staffordshire is a relatively affluent area; however it is not without its problems. Some 8% of residents live in the most deprived 20% Super Output Areas nationally. The highest levels of deprivation are most visible in the larger urban areas, including Newcastle-under-Lyme, Burton upon Trent, Tamworth and Cannock. Some rural areas also suffer from multiple deprivation, often in very isolated pockets.

Staffordshire has traditionally been at the heart of the UK's economic development, with a strong emphasis on manufacturing and heavy industries. Despite a decline in these traditional sectors in recent years, economic activity rates remain well above average and employment rates even more so. Levels of productivity in Staffordshire, although relatively lower than Great Britain averages, have shown increases over recent years.

Eight district council areas combine to shape Staffordshire's varied environment. Each of these contrasting areas is described in more detail below.

Cannock Chase District

Cannock Chase is located in the South of Staffordshire and with a population of around 93,200 (MYE¹, 2005), is one of Staffordshire's smaller districts. In common with much of the County, Cannock Chase is a district of contrasts comprising industrial heartlands and urban centres alongside the Cannock Chase - Area of Outstanding Natural Beauty. The majority of the population resides in the two principal towns of Cannock and Rugeley. Formerly an area reliant on coal mining and manufacturing industries, the district has been hit by a decline in these sectors of late, and is restructuring its economy around new employment opportunities.

East Staffordshire Borough

East Staffordshire is located along the eastern perimeter of the County and shares a significant border with Derbyshire. It is a varied district dominated by two major towns, Burton upon Trent and Uttoxeter, and incorporating a large rural hinterland. One of the County's larger districts, East Staffordshire is home to around 106,900 people (MYE 2005). The district's principal town of Burton upon Trent acts as a significant service hub and is a renowned national centre for the brewing industry. Burton-upon-Trent is also home to the most significant community of persons from Black and Minority Ethnic groups in Staffordshire, with persons of Pakistani origin particularly well represented.

The district of East Staffordshire experiences some socio-economic problems, with 17% of its population living in the 20% most deprived areas in England. This is below the national and regional averages, but double the average for Staffordshire County.

Lichfield District

Lichfield District has a population of 95,500 and is situated in south-eastern Staffordshire. The cathedral city of Lichfield is the administrative centre of the district and a heritage town of regional significance. Burntwood, close to the boundaries with Cannock Chase and Brownhills, is the other urban centre in the district. However, over 40% of the population live in rural communities.

¹ Mid Year Estimates

This is the least deprived district in Staffordshire. Quality of life is good, with generally high levels of education attainment, low rates of crime and good levels of health. However, Lichfield has some pockets of both urban and rural deprivation, including child poverty. Owing to its relative affluence and attractiveness as a place to live, finding a home in Lichfield District is beyond some residents' reach; homelessness is also an ongoing problem. The district's population is aging and the number of residents over 60 is growing at almost ten times the national rate.

Lichfield shares a large boundary and significant links with the West Midlands conurbation, notably Walsall and Birmingham. Indeed, these two areas provide important employment opportunities for the district, which leads to high levels of out commuting.

Newcastle-under-Lyme Borough

In the far North-west of Staffordshire, Newcastle-under-Lyme is very much a district of contrasts. The East of the borough is dominated by an urban core of Newcastle-under-Lyme and Kidsgrove - home to the majority of the borough's residents, whilst in the West lies a predominantly rural area. The district is heavily influenced by Stoke-on-Trent, with which it shares a considerable border. With a population of 123,400 the borough is the second largest in the County by population, and is relatively deprived in the context of Staffordshire. The Borough has been affected in recent years by the decline of traditional industry, particularly coal mining, which has all but disappeared along with the ceramics sector. In light of this shift, employment in the service sector has developed, and there has been recent growth in the field of medicine and technology, particularly around Keele University. The district has also been successful in attracting distribution companies keen to take advantage of its good communication links.

South Staffordshire District

The District is situated to the South-west of the County and shares significant boundaries with Wolverhampton and the West Midlands to the East, Shropshire to the West and Worcestershire to the South. It contains no towns of major size and has a strong, social and economic inter-relationship with the Black Country and Telford. It has a largely rural landscape interspersed with large and small settlements including the administrative centre of Codsall. South Staffordshire whilst generally one of the least deprived districts in the County does have pockets of deprivation.

South Staffordshire's population of around 105,300 (MYE 2005) is marked by the fact that it has a pronouncedly higher proportion of people from the middle and older age groups and a low proportion of young people and young adults.

Stafford Borough

Stafford is the County's largest district in both area and population, with a 2005 mid year population of around 123,600. Located at the centre of the County, the Borough is named after and includes the county town of Stafford, as well as the smaller towns of Stone, Eccleshall and numerous villages. Stafford benefits from being at the centre of a number of communications networks including the M6 motorway and the West Coast Mainline railway. Stafford shares boundaries with every district in the County (with the exception of Tamworth) as well as Stoke-on-Trent.

Both Stafford and Stone act as the hubs delivering services to large rural hinterlands, and are important economic centres in their own right. The economy of Stafford has seen significant restructuring over recent years with large reductions in previously important manufacturing and engineering sectors and subsequent restructuring towards a largely service sector led economy.

Staffordshire Moorlands District

Staffordshire Moorlands is situated in North-East Staffordshire. The district covers a large geographical area, but has a relatively small population of 94,600, and is the most sparsely populated district in the County. This is the most rural district in Staffordshire, characterised by an upland landscape. A third of the district lies within the Peak Park National Park, while almost 80% of the land area of the district is designated as Green Belt or Special Landscape Area. The three market towns of Cheadle, Leek and Biddulph are the main service hubs in the district and contain roughly half of its population.

Traditionally heavily reliant on agriculture as well as industry, Staffordshire Moorlands does contain pockets of deprivation amongst the three market towns, and in more isolation in its rural communities. Education Attainment of Staffordshire Moorlands young people is good, with the highest levels of attainment at GCSE level in Staffordshire.

Tamworth Borough

Tamworth is situated in the far south eastern corner of Staffordshire. Covering 12 square miles and with a population of 74,200, Tamworth is Staffordshire's smallest and most densely populated district. In contrast to much of the County, it is also a predominantly urban district.

Tamworth as an expanded town has absorbed a large amount of population from Birmingham in particular, and its population has almost trebled over the last 40 years. Tamworth now has by far the most youthful population structure in Staffordshire.

As a whole the district experiences some of the most severe socio-economic problems in Staffordshire. 16% of the district's population live in the 20% most deprived areas nationally, and unemployment ranks amongst the highest in Staffordshire.

4. How will the LAA make a difference?

The LAA will be more than the sum of the five blocks added together. It is a real opportunity to add value and be transformational rather than simply repackage what is already being done. Fundamentally the LAA is about challenging and changing the way agencies work, in essence ***'bringing about a fundamental change'*** to service delivery.

4.1 Adding Value

The LAA will provide added value to service delivery by:

- Providing ease of access to information, advice and services
- Joining up local delivery, which is centered on the needs of the community
- Actively encouraging communities to participate in service planning and decision making
- Promoting democratic civic leadership and high levels of public accountability
- Improving efficiency and value for money
- Working more closely with the Voluntary and Community Sector

4.2 Flagship Priorities

Ultimately, the LAA is about better services for the people of Staffordshire and better working arrangements for the agencies delivering services in Staffordshire. To show exactly where the LAA will add value, a series of high impact activities, which require successful partnership working and will be delivered through the LAA to improve the quality of life for Staffordshire's communities, have been identified. These will be known as the 'Flagship Priorities.'

There are two types of Flagship Priority – Flagship Delivery Priorities and Flagship Enabling Priorities.

Flagship Delivery Priorities are:

- High impact, making a real change to people's lives;
- Examples of what can be achieved when agencies work together;
- Priorities which individually all Staffordshire's people can either contribute to, or benefit from.

Flagship Enabling Priorities are:

- Underpinning actions, which support the delivery of the LAA as a whole

The Flagship Priorities demonstrate to everyone, whether the member of a partner organisation, or a community, why participating in the LAA is important, and the benefits that being part of an LAA can bring.

For the Flagship Priorities to achieve what they are setting out to achieve, it is acknowledged that they will need to be properly resourced, something which has been and will continue to be considered in their development. In future, a possible source of resources to support the delivery of Flagship Priorities may stem from the negotiation of PSA targets within the flagships framework. However, there will be

the intention through the LAA, that where a Flagship Priority exists so do the resources to support its delivery.

Flagship Delivery Priorities

The Flagship Delivery Priorities focus on enhanced improvement in priority service areas. The list which follows indicates those projects which may ***potentially*** become Flagship Delivery Priorities.

Tackling Domestic Violence

This Flagship Delivery Priority proposes to further integrate the work of individual agencies and VCS working in partnership to support and protect victims/survivors of domestic violence, and their families, as well as to deal positively and effectively with perpetrators of domestic violence and to educate our young people to break the repetitive cycle of this type of crime.

The proposed interventions in support of the overarching domestic violence target(s) for Staffordshire will strengthen multi-agency working and the partnership response to domestic violence. The achievement of the objectives will improve personal and community safety, reduce fear of crime and address the responsibilities of all agencies in providing effective public protection services in relation to domestic violence.

Going Green

A co-ordinated 'Going Green' programme of engagement with all is proposed to encourage everyone to make sustainable choices. There will be a sustained countywide branded publicity campaign to make sure that all residents and businesses know how well they are or, are not, doing in terms of the changes they can make to reducing carbon emissions. Local authorities are included in the category of businesses and would need to sign up to individual targets and have an action plan for changes which would need to be publicised as leading by example. They would also need to take the lead on enabling commercial recycling services.

Youth Homelessness

It is proposed that a partnership project is established to facilitate joint working between the statutory and voluntary sector providers. Such a system will provide early intervention, crisis management and post crisis support. This will ensure a continuum of support to meet the needs of young people at risk of, threatened with or experiencing youth homelessness.

Smoke Free Staffordshire

This Flagship proposes to bring together the public, private and voluntary sector to implement a multi-faceted approach to tobacco control. The purpose of this is to develop a county where residents are empowered to reduce the impact tobacco has on themselves, their families and their communities.

Multi Agency Team (Community Safety Hub)

This proposal sets out the creation of a multi agency (co-located) Staffordshire Community Safety Unit incorporating the county Drug Action Team, under single line management. Such a unit would support local partnerships in the delivery of

community safety and co-ordinate the countywide delivery of the Safer and Stronger Communities block of the LAA.

Community and Learning Partnerships (C&LPs)

This Flagship Delivery Priority centres on C&LPs, which are a pathfinder initiative providing integrated service delivery in the hearts of communities. In addition to delivering Children's Centres and Extended Schools services in 32 localities by 2008, they will also provide venues for the co-location of multi-disciplinary teams and provide a range of neighbourhood services in response to identified needs. This proposal would deliver further change at neighbourhood level by identifying needs and building capacity to ensure local residents are involved in, and able to influence local service provision. It would also build on the existing Neighbourhood Management Pathfinders' approach to develop further Neighbourhood Management projects to deliver change at neighbourhood level. Finally, through inception of Management Advisory Groups for each C&LP and through close alliance with District and Borough Children's Trusts adopt positive partnership working identifying joint solutions that tackle priority issues and ensure that local residents are involved in and can have influence over decisions on service provision.

Flagship Enabling Priorities

The Flagship Enabling Priorities are pivotal to the success of the LAA and must therefore be developed thoroughly and in a co-ordinated way, as an integrated programme of actions. Each of the Flagship Enabling Priorities is reliant on one another. If they are to be implemented successfully they will need to be managed as a whole programme but with each Enabling Priority treated as an individual project.

In total there are five Flagship Enabling Priorities (and so five projects), which make up the entire programme. These Priorities have been agreed by the Staffordshire LAA Strategic Board. A brief description of each of the Flagship Enabling Priorities is set out below.

Community Engagement

Community engagement is a strong theme throughout the whole LAA and is at the heart of service improvement. The public have a right to be involved in public sector planning, service and policy development and decision making.

Therefore this flagship will be around developing a sustainable collaborative approach to community engagement by encouraging co-ordination and working in partnership thereby reducing duplication and improving service delivery.

Voluntary and Community Sector Involvement Strategy

The development of strong, effective Voluntary and Community Sector which is an integral part of stronger communities and which enables local people to influence decision making is crucial. For this to happen the capacity of the sector needs to be built and maintained to ensure that it is able to make a lasting contribution.

VCS capacity will be enhanced through this Flagship Enabling Priority entitled, 'Building Capacity and Increasing Involvement'. This will involve developing a VCS involvement strategy that underpins all of the blocks to improve joined up working and infrastructures in order to deliver LAA outcomes more effectively.

Locality Delivery Model

To deliver change at a neighbourhood level by identifying need at a community level and building capacity and cohesion (through engagement) as described in the Local Government White Paper, to ensure local residents and elected members are involved in; and able to influence decision making and service provision. Work is already occurring in this area with the Neighbourhood Policing Agenda and the Community and Learning Partnerships.

Sub Regional Observatory

It has become apparent during the evidence gathering phase of the LAA that although there is a wealth of high quality information and research available within the County, much of this evidence is held within single organisations and is not often communicated to the wider community. The development of a Sub-Regional Observatory will allow partners to feed into and share this research, knowledge and information that cut across all organisations. It will not replace existing research functions within organisations, but it will ensure that, where possible, work done is circulated among partners, promote best practice and consistency and look to facilitate research initiatives to plug data gaps identified through the LAA. There is also the potential that such an observatory would allow easy dissemination of the complex base-lining and performance monitoring of the LAA.

Business Engagement

This flagship seeks to ensure that public sector are absolutely business focused in the way they operate and engage with the business community, and that the business community is aware of the changing dynamics of the economy and of the support available to them. In doing the latter it seeks to marry up the supply and demand side of the economic development part of the LAA, so that that there is the demand for training to up skill and the desire to develop new products and processes from the indigenous business community.

Flagship Priority Development

Action	Responsible Body	Date
Develop Project Initiation Document for each Flagship Priority	Project Teams	By April 2007
Develop Business Case for each Flagship Priority which thoroughly consider risk and resource implications.	Project Teams	By April 2007
Programme Board (LAA Executive Board) meets to review Flagship Priorities and agree phased implementation	Programme Board	From April 2007
Programme Board (LAA Executive Board) makes recommendations to the Staffordshire LAA Strategic Board on the viability of proceeding with each flagship	Programme Board / Staffordshire LAA Strategic Board	From April 2007
Flagship Enabling Priorities and two Flagship Delivery Priorities (Community and Learning Partnership/ Multi Agency Hub) signed off for implementation	Project Teams / Programme Board	April 2007
Implementation of Flagship Enabling Priorities and two Flagship Delivery Priorities (Community and Learning Partnership/ Multi Agency Hub) begins	Project Teams	April 2007
Three further Flagship Delivery Priorities signed off for implementation	Project Teams / Programme Board	By July 2007
All Flagship Delivery Priorities signed off for implementation	Project Teams / Programme Board	By October 2007
Review of Flagship Priorities progress at Mid Year Review	Project Teams / LAA Core Team	By November 2007
Evaluation of Flagship Priorities as part of the End of Year Review	Project Teams / LAA Core Team	By April 2008

The LAA Executive Board will be the Programme Management Board for the Flagship Priorities. The Flagship Priorities be subject to phased implementation on an incremental basis, over the course of the LAA. This approach will take into account the strength of the proposals, the capacity to deliver and the identification of resources. The LAA Executive Board will report and make recommendations to the Staffordshire LAA Strategic Board on the phased implementation of the Flagships.

Flagship Priority Champions will be identified at either Staffordshire LAA Strategic Board or LAA Executive Board level to drive forward each confirmed Flagship Delivery and Enabling Priority. A member of the LAA Core Team will be the Programme Manager for the overall programme.

4.3 Seamless Services

Public sector agencies in Staffordshire have pursued the objective of seamless service for customers, through partnerships like the award winning Staffordshire Connects. However, we know we have some way to go before we can claim that we no longer deliver our services in line with only our own organisational boundaries and remits. We know that sometimes agencies have engaged with communities using their own means and approaches, which have often overlapped, with communities being consulted more than once on the same issue, with the same results. The LAA will help to ensure that the work of different agencies across Staffordshire becomes more joined up and that communities are engaged in the same way, to achieve common goals.

We acknowledge that in the past organisational boundaries may have made it difficult for communities to obtain the right service at the right time. Partners have expressed a real commitment to changing this, and to taking responsibility for joining up public services so that service users do not have to.

Staffordshire partners want to enable a cohesive approach to be taken to address the challenges faced by our communities focusing activity and resources at a district and neighbourhood level and co-ordinating local services.

Delivering overall quality of life improvements for all communities is complex and will require integrated solutions, tailored to individual communities needs. Our ambition of seamless services at both a county wide and district level, between and across the themes, through strong partnership working, will be helped by the LAA process.

4.4 A Voice for Staffordshire

Staffordshire's voice needs to be stronger. The LAA will help to provide a framework for Staffordshire's communities to be able to have their say within Staffordshire and to enable partners to be able to promote the needs of Staffordshire regionally and nationally.

The profile of Staffordshire needs to be raised and the LAA provides an opportunity to promote our county area with pride. The contribution Staffordshire makes to regional and national debates needs to be increased in both quality and quantity, and the reputation as a major contributor to both region and country should be enhanced.

4.5 The Contribution of Culture

Culture is an overriding aspect of our LAA, and we recognise that it contributes to the achievement of all our LAA's outcomes. It has a major impact on the quality of life of all Staffordshire's communities, as well as contributing to the local economy and attracting visitors and businesses to the County. For example, culture contributes to the economy through the creative industries, (the multimedia sector) by creating new jobs and attracting visitors and investment into the County. Similarly culture is a powerful tool in bringing communities together and including socially excluded groups. Sport and leisure facilities, together with the provision of after school, or residential activities, play a key role in improving the health and well being of our residents by raising awareness of exercise and activity.

Through the LAA, as it evolves over time, the importance of culture will be promoted as a way of bringing our communities together to help create genuinely sustainable Staffordshire communities.

5. LAA Development

5.1 Community Strategies

Community strategies at both county and district level set out the long term visions and aspirations for an area; for the County this is the 'Shaping the Future of Staffordshire 2006-2021'. It is imperative that there is strong fit between not only the County strategy and the LAA, but also between the District and Borough Community Strategies and the LAA.

5.2 Consultation

We have adopted an inclusive approach in developing this LAA. This has provided the opportunity to engage with all stakeholders and give them their chance to input into the development and direction of the LAA.

Public

The views of local people on the LAA have been sourced from the consultation processes relating to:

- Shaping the Future of Staffordshire 2006-2021: The Sustainable Strategy for the County
- Local Strategic Partnership consultation
- Consultation on other plans, for example the Children and Young People's Plan

Events

A number of stakeholder events have been held to provide partners with the opportunity to put forward their views, comments and suggestions on the LAA.

- Partner Event, 19th May 2006, Uttoxeter Racecourse
- Voluntary/Community Sector Event, 10th July 2006, Stafford Showground
- Second Partner Event, 17th October 2006, Yarnfield

5.3 Communications

LAA Communications Strategy

A communications strategy has been drawn up to ensure that the aims of the LAA are communicated proactively to local partners. The strategy aims to ensure that there is a common understanding of the LAA process, and the impact of the LAA will have on partners and on their work. The strategy also seeks to ensure that there is sense of collective ownership of the LAA, which is supported by sustained confidence in the LAA and the associated process. As part of the Communications Strategy an action plan will be prepared and implemented.

LAA Email Communications

To ensure communication with as wide a range of audience as possible, a weekly email update on the work to deliver the LAA in Staffordshire has been distributed to a wide range of partners, both those directly involved in the LAA work, and those who have expressed an interest in knowing more about the LAA.

Website

An LAA website has been developed to provide information about Staffordshire's LAA. The site sets out what an LAA is, why the LAA process is being undertaken as well as providing information about the timescales, key milestones and people involved in the LAA. The site is regularly updated with details of events, meetings, block development as well as having a discussion papers forum, which lets people see what work is currently being done on the LAA. The LAA website can be accessed at www.staffordshirepartnership.org.uk

5.4 The LAA Core Team

A dedicated, multi agency LAA Core Team has been established to support the development of the LAA. The Core Team is jointly resourced with membership from several partners:

- Helen Riley (Project Sponsor - Staffordshire County Council)
- Darryl Evers (Principal Research and Information Officer – Staffordshire County Council)
- Sarah Gow (Policy Officer (LAA) - Staffordshire County Council)
- Christina Webb (Staffordshire Strategic Partnership Manager)
- Louise Marsh (VCS Project - Staffordshire County Council)
- Andrew Buttery (Secondment - Staffordshire Fire and Rescue)
- David Holdway (Secondment – Staffordshire Police)
- Simon Johnson (Secondment – SCIO)

This team will evolve over time to meet the needs of the LAA as it moves from development to implementation.

6. Statement of Involvement of the Voluntary and Community Sector (VCS)

Central to the success of Staffordshire's Local Area Agreement is the active involvement of the Voluntary and Community Sector in both developing and delivering the LAA. Partners fully recognise the contribution and potential of the sector and welcome the opportunity presented by the LAA to bring about a more strategic and focused relationship between the sectors.

Resourcing VCS Involvement

To date the sector's involvement has been primarily through SCIO – the Staffordshire Consortium of Infrastructure Organisations, which was set up to implement *ChangeUp* across Staffordshire. SCIO has been represented on the Project Board and in each of the Block Groups, and so has contributed to key elements of the Agreement. However, VCOs have faced particular challenges in sustaining this involvement, in recognition of which, Staffordshire County Council, as the Accountable Body, has invested £195,006 in SCIO's infrastructure. This investment is starting to deliver significant change in sector input into the LAA. For example, SCIO has appointed Strategic Lead members with designated time, backfilled to support their contribution to each block of the LAA as follows:

- Children and Young People – 2.5 days per week
- Safer and Stronger Communities – 1.25 days per week
- Healthier Communities and Older People – 2.5 days per week
- Economic Development and Enterprise – 0.75 days per week
- Sustainable Development – 0.6 days per week

The additional resource will enable Strategic Leads to sustain attendance at meetings and make an active and informed contribution, working with VCS Assembly Managers (see *Governance* below) to bring together frontline VCOs to influence each of the blocks, and to communicate regularly back to SCIO and the wider sector about developments and how the sector can engage with the LAA. It will also be compulsory for these strategic leads to participate in a SCIO leadership programme, to enhance the effectiveness of their involvement.

It is envisaged that the *Leadership Programme* will be in place from early in the next financial year (April 2007). Its aim is to bring about consistency of understanding and approach to the LAA and related policy issues. The learning programme will comprise:

- A *Common Purpose* approach to intensive learning about the LAA.
- Joint training in core skills.
- One to one coaching to enable individual SCIO Chief Officers to develop their approach to leadership and change management.

It is SCIO's intention to work with LAA partners to ensure that the sector's contribution is maximised in each of the following three key aspects:

Governance

SCIO will continue to be represented on the Staffordshire LAA Strategic and Executive Boards, to contribute a sector perspective to the overall direction of the LAA and in particular to ensure that the LAA is founded on and actively applies Compact principles.

The investment from Staffordshire County Council has enabled SCIO to develop its planned VCS Assembly model, to ensure wider sector engagement at all levels of the LAA.

The VCS Assembly will enable effective dialogue to be established between the sector and other partners, allowing VCOs to have an enhanced role in the LAA throughout its implementation. Two Assembly Managers will:

- Extend the *ChangeUp* funded Service Delivery Network for VCOs working with children, young people and families to cover all LAA blocks.
- Support strategic involvement by facilitating information flow between strategic leads and the wider sector and providing regular briefs to strategic leads.
- Facilitate regular and ongoing communications and Assembly events, including activities to engage VCOs on specific issues, themes or opportunities.
- Ensure regular and ongoing liaison with staff responsible for facilitating district / borough based VCS fora, to ensure the activities of those fora link into the county-wide Assembly.

The foundations of the VCS Assembly are currently being established, with further development work continuing over the lifetime of the LAA, to enhance the number of VCOs involved in the Assembly and ensure active VCS participation in LAA Refreshes. Its delivery plan anticipates the election of VCS representatives into all the LAA Blocks, with SCIO support and accountability back to the sector, through Assembly arrangements.

These arrangements are also supported by the secondment into the LAA Core Team of the Chief Officer of one of SCIO's member organisations, (Tamworth CVS), whose role is to ensure that the VCS is fully represented and involved in the development of the LAA. Ultimately, this secondment will enable the LAA to be directly informed by a specific understanding of the sector and thereby ensuring that opportunities for true partnership working are not lost.

Service Delivery

The development of seamless public services requires the active engagement of the VCS as delivery partners. The potential of the VCS in service innovation and delivery, and customer focus is widely recognised, and it is an ambition for this LAA to ensure that processes are in place, through full application of Compact principles, and fair and transparent commissioning arrangements, to enable this to happen.

To develop the role of the VCS in terms of service delivery, a series of meetings have been held between SCIO Strategic Leads and each of the LAA blocks. It is clear that the scope for VCS involvement is widespread, with the sector's potential for delivering on 'preventative work' highlighted. For example, SCIO has been identified as a key delivery partner working with Staffordshire Fire and Rescue Service through preventative work on:

- SSC7.2.1: *'The number of deaths and injuries from accidental fires in the home'*

These meetings also introduced the LAA blocks to a wide range of VCOs that could potentially be involved in the delivery of specific LAA outcomes. It also gave the VCS

the platform from which to introduce the VCS Assembly as the forum for statutory agencies to use to engage with sector.

Building Social Capital

Staffordshire recognises the impact and potential of the VCS to build stronger, more cohesive and inclusive communities through:

- Promoting community activity.
- Engaging local people, especially from marginalised and / or disadvantaged groups to contribute to shaping services.
- Formal volunteering, which offers routes into learning, employment, individual development and capacity building, and promote community cohesion.
- The development of social enterprise to enhance the sustainability of communities, through viable social action.

Staffordshire further acknowledges the role of Town and Parish Councils in developing real community involvement in local governance, responding to communities' needs and in providing a strong voice for local communities. They will make an important contribution to delivering a successful LAA. Town and Parish Councils have been consulted through their membership on District / Borough LSPs and through Staffordshire Parish Councils Association, the network organisation for Parish and Town Councils. Staffordshire Parish Councils Association has also been represented at LAA partnership events.

In addition, Staffordshire Parish Councils Association is identified as key delivery partners on the following Sustainable Development Block Indicators:

- *SD1.2.1: 'Percentage of the total length of rights of way that is easy to use by the general public'.*
- *SD1.2.2: 'Annual ROWIP Progress Reports detailing progress on those targets identified within the Rights of Way Improvement Plan (ROWIP)'*

Block by Block Involvement

The involvement of the VCS on a block by block basis, together with anticipated future involvement, in terms of delivery, is set out below.

Children and Young People

This block has been informed and developed by the Children's Trust. The Children's Trust has taken a collaborative approach which has ensured VCS involvement with the development of the LAA. The VCS has been integral to the work of the Children's Trust Services since it was established through its governance framework and Work Stream Groups and through this mechanism have been able to influence the development of the LAA.

The Chief Officers of Lichfield and East Staffs CVS share representation on the Children's Trust Board. A representative of SCIO also sits on the Integrated Strategy Group and on the Work Streams Groups that have identified the priorities that have informed the LAA. Other VCS members that are involved include Staffordshire Wildlife Trust, Staffordshire Council of Voluntary Youth Service (SCVYS) and LSP managers and representatives.

The following indicator from the Children and Young People's block focuses on building social capital through volunteering and community action:

- CYP4.2.1: *'Number of young people receiving an accreditation for Voluntary/Giving Service.'*

Finally, children and young people, together with their parents and carers have been asked about their priorities, which, in turn have informed the LAA. This has taken place through, for example, surveys asking young people about their views and through forums such as the Youth Action Council (YAK).

Safer and Stronger Communities

The Chief Officer of Chase Council for Voluntary Service is a member of the Steering Board for Safer and Stronger Communities, which has developed and identified the outcomes for this Block. Extra funding for the VCS will allow this Chief Officer to dedicate 1.25 days per week to contribute to the further development of this block. An event for the VCS was held in summer 2006 to discuss VCS contribution to outcomes in this block and to highlight the benefit of being involved in the LAA.

The SCIO Lead Officer for Volunteering Infrastructure Development is the Outcome Lead for the following high level outcome:

- SSC5: *'Empower local people to have a greater voice and influence over local decision making and a greater role in public service delivery'*

The VCS through SCIO is also identified as leading on the delivery of the following indicator:

- SSC5.1.3: *'Percentage of people recorded as or reporting that they have engaged in formal volunteering on an average of at least two hours per week over the past year.'*

There is also the potential for VCS involvement across all of the outcomes in this block due the sectors abilities to engage with a wide variety of communities. Work on further VCS involvement in delivery is currently taking place through the delivery planning process.

Healthier Communities and Older People

VCS involvement in this block includes the Chief Officers of Lichfield and East Staffs CVS and two further elected VCS representatives from Cheadle Citizens' Advice Bureau and the Carers' Association South Staffordshire, all of whom sit on the Health and Social Care Board, which has been the board supporting the development of this block of the LAA.

Elected VCS members also sit on 'Partnership Boards', which have focused on driving particular outcomes forward and ensuring VCS representation through the structure. For example, the VCS representative from Age Concern on the Older People Partnership Board has been extensively involved and has worked closely with the outcome lead in the development of this block's third high level outcome (Healthier, Independent and Included Older People).

The focus on community based services in health and social care will result in a large role for the VCS in delivering outcomes. There are high aspirations for VCS involvement and the block is looking to determine VCS capacity and is beginning to identify potential VCS involvement in delivery, for example, SCIO has been identified as the lead organisation for delivering the following indicator:

- HCOP3.4.2: *'Percentage of older people aged 55+ volunteering'*.

Economic Development and Enterprise

The Economic Development and Enterprise Project Team meetings have been regularly attended by representatives from the following VCS organisations: Alcohol and Drugs Service, Staffordshire Moorlands CVS, Voluntary Action – Stoke-On-Trent and Sustainable Staffordshire which represents a variety of organisations, 300 of which are VCS. The VCS have been involved in the development of the block and in the production of outcomes, indicators and targets.

A much wider group of people have formed the circulation list and have been consulted and given feedback on the development of this LAA Block.

Sustainable Development

VCS engagement in the Sustainable Development block has involved regular attendance at the Project Team meetings. VCS organisations represented include: the Director and one other representative from Staffordshire Wildlife Trust, the Chair of Sustainable Staffordshire and SCIO representation. These representatives have been involved in developing high level outcomes, performance indicators and targets.

The Director of Staffordshire Wildlife Trust has been named as the Outcome Lead for the following high level outcome:

- SD1: *'Enhance and ensure access for all to environments that are valued, protected and enjoyed'*.

A much wider group of people have formed the circulation list and have been consulted and given feedback on the development of this LAA Block.

There are ambitions for further VCS involvement in delivery, particularly as outcomes require enhanced community engagement to raise awareness about environmental issues as well as participation in a number of areas such as developing local nature reserves.

Flagship Enabling Priority

VCS capacity will be improved through the Flagship Enabling Priority - 'Building Capacity and Increasing Involvement'. This will involve developing community engagement and VCS involvement strategies that underpin all of the blocks to improve joined up working in order to deliver LAA outcomes more effectively. The flagship enabling priority will facilitate a review of Compact arrangements in the County and allow the development of an action plan to ensure Compact principles are embedded across Staffordshire. This Flagship Enabling Priority will follow the same course of development as that set out on pages 11-13 of this Submission.

Timetable for the development of VCS Work

Milestone	Date
<ul style="list-style-type: none"> • SCIO Leadership Programme developed and operating 	April 2007
<ul style="list-style-type: none"> • Compact Action Plan developed 	May 2007
<ul style="list-style-type: none"> • Establish volunteering baseline for Staffordshire 	June 2007
<ul style="list-style-type: none"> • Launch SCIO web portal 'communities together' 	June 2007
<ul style="list-style-type: none"> • Review key commissioning processes in line with Compact Action Plan 	June – September 2007
<ul style="list-style-type: none"> • VCS Assembly to establish LAA theme groups with elected representatives to contribute to LAA refresh. 	October – December 2007

7. The Cross Cutting Priorities

Although the LAA is structured around five blocks, there is significant connectivity between the issues being tackled across the whole agreement. Activity in each of the five blocks will therefore contribute to the outcomes in the other blocks. Furthermore, there are some elements, which do not sit neatly within one block but cut across and impact on all the blocks. Four such elements, known as cross cutting priorities, have been identified as influencing all five LAA blocks. The priorities are:

- Closing the Gap
- Prevention as a Priority
- Local Services for Local People
- Promoting Respect and Taking Responsibility

A matrix demonstrating how these priorities cut across the different LAA Block High Level Outcomes is attached as Appendix A.

7.1 Closing the gap

CYP3.1.8: *'The percentage of Looked After Children (at 30 September of the relevant year) in year 11 who had been looked after for at least 12 months and were eligible for GCSE or equivalent examinations attaining 1 or more GCSE or equivalent at Grade A* to G'*

Improving the quality of life for all Staffordshire's residents underpins our entire LAA, but there is an emphasis on making the swiftest improvements for those who need it most.

The LAA seeks to tackle issues in our communities where inequality and disadvantage are prominent. This does not mean its focus is purely on deprived urban areas but in recognition of Staffordshire's geographic diversity, also on remote rural areas, which also face significant challenges in terms of isolation, exclusion and inaccessible services. The LAA seeks to develop a common understanding across all partners of vulnerable, excluded groups and those experiencing inequality.

The LAA will attempt to tackle inequality and disadvantage across Staffordshire's communities by bringing about a change in the way our services are delivered to ensure gaps are not widened. This does not mean that services will be established in one community at the expense of services in another, nor does it mean that standards at the top end will be lowered to ensure the gap between communities is reduced. But what it does mean is that communities experiencing inequality will be uplifted and the gap narrowed in that way.

It is recognised that a unilateral, 'one size fits all' approach will only perpetuate inequality and magnify disadvantage. Therefore the LAA sets out an approach to service delivery which ensures that those with greatest need are supported and the gap between Staffordshire's different and diverse communities is narrowed.

By closing the gap between those experiencing a high quality of life and those suffering disadvantage, Staffordshire will move forward to a healthier, safer, stronger more prosperous future for all its communities.

7.2 Prevention as a Priority

HCOP3.2.3: *'Number of service users who have received a Reablement Care Service'*

Within the context of the LAA there will be a focus on prevention, which is both proactive and supportive. This will help to empower people so that they have both the skills and opportunities to not only help themselves but also to make a positive contribution to their community, and so to the whole of the county.

The LAA sets out a two pronged preventative approach. Firstly it sets out an approach, which will target preventative activity at vulnerable groups, helping to keep individuals out of the system, promoting independence, involvement and inclusion. This will enhance both an individual's well being and safety and also improve public safety, strengthening society and building cohesion.

By engaging communities at the start through the redirection of energies and resources, the LAA will help to ensure communities become an active and integral part of the decision making process. Similarly, by working with communities, tensions will be able to be identified early on, so that problems can be resolved before conflict arises.

Secondly it sets out an approach which will target preventative activity at the environment. This will help to ensure that our environment is enhanced by focusing on accessibility, being valued, protected and enjoyed by all Staffordshire's communities.

But the LAA does not only promote a shift to preventative services, it also seeks to reduce the burden on specialist services, through earlier partnership intervention, so improving value for money.

Ultimately the emphasis on pro-activity and prevention will reduce the need for intervention at a later stage and will also help to ensure that positive and sustainable outcomes for Staffordshire's communities are achieved in our quest to improve the quality of life for all our residents.

7.3 Local Services for Local People

SD2.1.1: *'Percentage of the population in the County's main urban areas within 350m of a bus stop with a minimum frequency of 30 minutes to a major centre'*

All our customers want efficient, effective services of a high standard and Staffordshire's communities are no exception. It is the ambition of all service providers, working in partnership through the LAA to provide public services which do things well, on time, in all parts of the county. That is, services which are relevant and better targeted to meet the distinctive needs of Staffordshire's diverse communities.

The LAA sets out a way of working with communities which will enable services to become more relevant to the communities which they serve. The LAA will offer the chance to consult and engage with communities in a new and different way. In turn, communities will be better able to understand and have more realistic expectations of the organisations operating in their community. This type of arrangement will help to ensure that services are more responsive to the needs and priorities of specific

communities, while seeking to give our communities real control and a sense of ownership over what happens in their area.

Through the LAA, we are seeking a move away from the perception of the inflexible maze of public services, where organisations work in silos to deliver services in the same areas. The LAA will be used to drive forward seamless services through strong partnership working, and solutions will need to be tailored to meet the needs of individual communities.

The LAA will also actively promote the engagement and involvement of all Staffordshire's communities and will encourage everyone to have their say. Participatory governance, enabling individuals, groups and communities to make their voices heard about the decisions affecting both individual and community well being, will be championed.

Staffordshire's communities will be encouraged to have the confidence to set out the services they want to see in their community. By working with communities and understanding their needs, service providers in partnership should be able to deliver services in the way communities want them to be delivered, at the time they want them and where they want them.

7.4 Promoting Respect and Taking Responsibility

SSC5.1.2: *'Percentage of residents who definitely or tend to agree that their local area is a place where people from different backgrounds get on well together'*

An integral part of the LAA is to help us on our journey build strong and cohesive communities. We know that they are important in creating a county, in which people want to live, work and invest. To be able to do this there needs to be a culture of respect and responsibility embedded both within service delivery and across all Staffordshire's communities. The LAA will seek to ensure that partners take collective responsibility for the quality of services provided to communities including access and appropriateness of services.

Partnership working has always been important in Staffordshire and the LAA will help to emphasise and improve this to promote service delivery, focusing on improving the quality of life for all Staffordshire's communities especially those in the most disadvantaged areas.

Staffordshire's communities must also take their share of responsibility for both themselves and their community – whether that means taking more physical exercise to improve their health or keeping their community litter free. Through the LAA there will be encouragement and support for communities to play an active part in looking after themselves and their community, paying particular attention to those who are vulnerable and improving the quality of life for everyone.

The LAA seeks to promote mutual respect across Staffordshire – within communities, between individuals and through service delivery. Respect for each and every one of Staffordshire's diverse communities, will be engendered enabling all agencies to respond to the diverse needs of different people in a fair and equal way.

Communities must be motivated by pride and respect, so that they not only feel happy and secure, but are also more able to act together to make their communities

cleaner, safer and greener. In short, places where people want to live, and where people are proud to live.

8. Differential Delivery

A key cross-cutting priority of the LAA is to focus partnership attention on those areas that need it most. This relates both to outcomes where Staffordshire is performing poorly against the national average and to geographical areas within the County where deprivation levels are the most acute. Staffordshire partners are committed to a differential approach to targeting and delivery reflecting the size and diversity of the County. The following provides more detail on the process and timetable for agreeing differential targets.

Targets included in the Submission

Differential delivery underpins the cross-cutting priority of 'Closing the Gap'. Several strands to the conceptual model of differential delivery are included in this submission:

- Neighbourhood Management Pathfinders (NMPs) are tasked with narrowing the gap on a range of national and local targets and building community capacity and cohesion. The Safer and Stronger Communities Block includes targets for the Knutton Cross Heath and Heart of Burton pathfinder, for example:

SSC 7.1.1 Percentage of residents stating that they are very or fairly satisfied with their area as a place to live

- Local Public Service Agreement targets – for example:

CYP1.3.1: 'Prevalence of overweight in Year 7 children (11-12 year olds) with consenting parents at routine school nurse measurement of height and weight in two Newcastle under Lyme High Schools.'

- In addition to those living within deprived areas, the LAA will seek to address the needs across the County of the following priority groups:

Priority Group	Example Indicator
Pakistani Pupils	CYP3.1.9 Percentage of all Pakistani pupils attaining 5+ A* -C or equivalent based on end of Key Stage 4
Looked After Children	CYP2.2.1 Percentage of Children under 16 Looked After for 2.5+ years and in a stable foster placement for 2+ years or placed for adoption.
Prisoners	HCOP2.4.3 Number of prisoners accessing Primary Care Services in Prison
People with Learning Disabilities	HCOP4.1.1 Number of learning disabled adults receiving regular health and diagnostic checks for example cytology, breast screening
People with Physical Disabilities	HCOP4.2.1 Number of adults aged 18-64 with physical disabilities helped to live at home per 1000 population
People with Mental Health Problems	HCOP2.4.1 Number of people with Mental Health diagnosis in receipt of a Direct Payment
Older People	HCOP3.4.1 Percentage of employed people aged 50+
Young Offenders	SSC1.2.1 The number of young people who re-offend within 24 months (based on YJB KPI 3), as measured by YOT cohort data
Carers	HCOP5.1.1 Number of cares receiving one-off payments (either grants from Short Breaks Fund or Direct Payments for Carers)

Developmental Work

The LAA Project Board at its away day at Yarnfield on 6th September 2006 considered statistical research² that could be used to identify priority neighbourhoods.

Partners agreed that this work provided a robust evidence base for agreeing priority neighbourhoods at the local level but would need to be supplemented by local data. (The Indices of Deprivation 2004 were interrogated to establish which parts of Staffordshire fell among the 10% most deprived Super Output Areas nationally by at least one of the domains of the Indices of Deprivation 2004.)

However, partners felt that to ensure full negotiation at the local level, this strand of differential delivery should be developed in a steady and measured way which meant that areas and targets would be identified over the first year of the LAA.

The key stages of this work are set out below which reflects the likely incremental process for undertaking the analysis and ensuring partner commitment:

Milestone	Date
<ul style="list-style-type: none"> • Identification of priority neighbourhoods, measures and targets (where achievable in District/Borough) 	From April 2007
<ul style="list-style-type: none"> • Final deadline for identification of priority neighbourhoods, measures and targets 	September 2007
<ul style="list-style-type: none"> • Information input into 'LAA refresh' 	November – December 2007
<ul style="list-style-type: none"> • Update of delivery plans 	December 2007 – January 2008

² Strategic Evidence Base Identifying Communities of Need (4/9/2006)

9. The Structure of the LAA

The LAA has been structured around the four, standard LAA blocks. However, partners have also agreed to add a further block to the Staffordshire LAA, which is entitled 'Sustainable Development'. It was felt that issues such as transport, waste and the environment are so locally important and that they deserved to be given greater emphasis, and so rather than being part and parcel of one of the four existing blocks, a fifth block, 'Sustainable Development' block was identified.

9.1 Children and Young People

The Vision

'Children, young people and their families experience Staffordshire as a great place to live, play, learn and achieve in, and somewhere where they will be supported to be healthy and safe from harm'

The High Level Outcomes

CYP1: Improving the physical health and emotional and mental well being of children and young people with a particular focus on vulnerable children

CYP2: Improving the life chances of children and young people who are at risk

CYP3: Improving standards of enjoyment and achievement with a particular focus on vulnerable children and young people

CYP4: Increase the opportunities available for children and young people to make a positive contribution

CYP5: Achieve economic well being

The Staffordshire Context

The overall focus of the LAA is to improve the quality of life for all our communities by making Staffordshire a safer, healthier, cleaner and more sustainable place for all to live, learn, work and invest in. Children and Young People are quite literally the present and future of our communities and their welfare and success will underpin the success of the LAA as a whole.

There are specific challenges and particular opportunities for Children and Young People in Staffordshire. In terms of Children and Young People there are areas of deprivation and under-achievement which are often highly localised. Similarly there are many and complex partnership arrangements with which we all need to engage to ensure continuity across plans and service delivery. Alongside this there is the need to strike a balance between exciting new initiatives and the maintenance of ongoing service delivery.

The Wider Context

Key national challenges and opportunities which have been taken into account in the development and planning of this Block include the continuing implementation of the *Children's Act 2004* and the *Every Child Matters* agenda. Alongside this is the increased expectation at national and local level that services for the public should be delivered in a joined-up fashion and that the Voluntary and Community Sector should

be encouraged to play a full part in the design and delivery of services for children and young people.

There is also the expectation that services will be delivered in an increasingly cost effective manner that will release resources for improved front-line delivery with the case in many areas being that local authorities will operate as commissioners of services rather than as direct providers.

Finally the recognition of the need to focus attention on children, young people and adults who have not shared in the improved quality of life that society now offers to most people is one of increasing importance.

Impact on the Cross Cutting Priorities

<p>Closing the Gap</p> <p>There is a need to make sure that the disengaged are engaged and the disadvantaged given a real sense of hope and inclusion. This block focuses sharply on targeted groups of children and young people and on targeted areas of the county. This reflects the statement of purpose set out in the Children and Young People’s Plan: <i>“While most children and young people in Staffordshire enjoy good lives, a minority are not getting the kind of start in life they deserve. It is our challenge to end this injustice!”</i> The success or failure of this will rest in significant part on the ability to impact on the lives of the least advantaged children and young people.</p>
<p>For Example: CYP3.1.10: Percentage of boys attaining 5+ A*-C or equivalent at the end of Key Stage 4</p>
<p>Prevention as a Priority</p> <p>The key delivery mechanism in Children’s services will be the establishment of Community and Learning Partnerships in each locality; these are designed to have a powerful impact ensuring that the strategic aims are reflected in front line delivery. There is an ambitious programme for the implementation of these Partnerships which will fundamentally change the way that services are delivered, not only with a key emphasis on primary prevention, but with the ability to creatively tailor services to meet local needs. This will increase accessibility and acceptability within local communities, while the right service at the right time will help ensure that difficulties faced by children, young people and their families do not escalate unnecessarily, resulting in the need for more expert, intrusive and expensive intervention.</p>
<p>For Example: CYP3.3.1: Establish Community and Learning Partnerships across Staffordshire including: a) Children’s Centre Development and b) Extended Schools</p>
<p>Local Services for Local People</p> <p>In Staffordshire, District Children’s Trust Boards of multi agency partner representatives, young people and their parents, have been developed to provide the local strategic planning, co-ordinating and performance management of services. These boards will ensure that integrated services through Community and Learning Partnerships are tailored to meet the needs of local communities. Central to the success of this block is the engagement and participation of children, young people and families. This will be achieved through the Children and Young People’s Participation Strategy and the governance of each Community and Learning Partnership, in which families will have a powerful voice. Furthermore, although challenging, the priorities Staffordshire’s young people have identified are integral to the chosen LAA outcomes. Children, young people and their families will also play an increasing role in the strategic and operational planning processes via increasingly robust mechanisms for community participation for example, Youth Action Council (YAK), Shadow Trust arrangements and community representation on District/Borough Boards and Local Management Advisory Groups. This will ensure that local services reflect both the felt and expressed needs of local people.</p>
<p>For Example: CYP4.1.1: Number of children and young people’s services who have signed up and done a self assessment for the hear by rights standard.</p>

Promoting Respect and Taking Responsibility
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Community and Learning Partnerships will provide a powerful mechanism by which communities will be empowered to plan and take an active part in looking after themselves and their communities. This partnership between service providers and users will promote mutual respect and a sense of collective responsibility.
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<i>For Example:</i>

<i>CYP4.2.1: Number of young people receiving an accreditation for Voluntary/Giving Service.</i>
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9.2 Safer and Stronger Communities

The Vision

'To make a difference to the people of Staffordshire so that individuals, neighbourhoods and communities feel safe and are safe, being increasingly free from both crime and the fear of crime. Communities will become stronger and the quality of life will be improved so that the County will become a better place in which to live, work and visit'

The High Level Outcomes

SSC1: Reduce overall crime in line with local Crime and Disorder Reduction Partnerships' targets and narrow the gap between the worst performing wards/neighbourhoods and other areas across the district.

SSC2: Reassure the public – reducing the fear of crime.

SSC3: Reduce the harm caused by illegal drugs.

SSC4: Build Respect in communities and reduce anti social behaviour.

SSC5: Empower local people to have a greater voice and influence over local decision making and a greater role in public service delivery.

SSC6: Cleaner, greener and safer public spaces.

SSC7: Improved quality of life for people in the most disadvantaged neighbourhoods; service providers more responsive to neighbourhood needs resulting in improved service delivery.

SSC8: Increase support and improve safety for survivors of domestic violence and their families

SSC9: Make the roads safer for all users.

The Staffordshire Context

Overall, crime in Staffordshire has been falling for a number of years yet our communities' perception is often the opposite. Crime rates vary dramatically across Staffordshire, yet the fear of crime affects the whole Staffordshire population.

In order to add value to the work already being done by partners across Staffordshire to create safer and stronger communities, the LAA will allow us to focus on key areas that will add something over and above existing plans and strategies. This work will build on that undertaken in the development of the mini LAA and will reflect the objectives identified at District and Borough level through local Community Safety Strategies.

The Wider Context

The development of this block has taken into account the National Community Safety Plan, which establishes the Government's community safety priorities for 2006-2009. It also reflects the Government's overall drive to improve fairness and opportunities for all in Britain in terms of cohesion and enabling all communities to work together for social and economic progress. Finally, the RESPECT agenda is emphasised

throughout the LAA both in this block and others as a cross cutting priority. This agenda builds on the drive to tackle anti social behaviour and reclaim communities for law abiding citizens.

Impact on the Cross Cutting Priorities

<p>Closing the Gap</p> <p>Areas of disadvantage and deprivation tend to be more vulnerable to crime and the fear of crime, with certain groups being more vulnerable to crime. This Block will address that vulnerability to ensure that all people can live in a safe environment free from the fear of crime.</p> <p>For Example: SSC1.1.1: 'Reduction in overall British Crime Survey Comparator recorded crime'</p>
<p>Prevention as a Priority</p> <p>Planned and programmed efforts towards upstream activities will, over time, lead to a tangible shift of investment to an increase in the proportion of proactive services provided. This in turn will lead to an improved quality of life for members of the community. Partnership working and pooling of resources will enhance the ability to redirect resources into preventative work. There is also recognition that preventative strategies do make a difference with preventative action resulting in safer communities with residents less likely to be the victims of crime, and with services less in demand and so better able to meet prioritised needs of all the community.</p> <p>For Example: SSC1.3.1: The number of first time entrants to the Youth Justice System as outlined by YJB KPI 1 and measured by YOT cohort data.</p>
<p>Local Services for Local People</p> <p>Community engagement will play a vital role in demonstrating the commitment to work with all Staffordshire's communities. The potential development of a Community Engagement Strategy as part of the Flagship Priorities will be key to achieving this. The VCS will be integral to the success of this Block. Through the VCS the trust of disadvantaged groups in Staffordshire will be gained and their active involvement and engagement ensured.</p> <p>For Example: SSC5.1.1: 'Percentage of residents who definitely or tend to agree that they can influence decisions affecting their local area.'</p>
<p>Promoting Respect and Taking Responsibility</p> <p>This Block will tackle the root causes of anti social behaviour, enabling residents to live together harmoniously, with respect for one another, as well as for their local area. By contributing to the delivery of the Government's RESPECT action plan, the LAA will help to tackle anti social behaviour which can and does destroy the lives of people and communities. Similarly by building respect within Staffordshire's communities, violence and disorder will be reduced. Alongside this, the emerging multi agency strategy for reducing incidents of youth crime and anti social behaviour will further ensure Staffordshire's communities are safer, stronger and more cohesive places in which to live.</p> <p>For Example: SSC4.1.3: 'The degree to which people feel that people in their area that treat one another with respect and consideration.'</p>

9.3 Healthier Communities and Older People

The Vision

“To improve health outcomes and narrow health inequalities through promoting healthy choices and tackling the key determinants of poor health and improving the quality of services;

Furthermore, wherever possible to provide older and vulnerable people with greater control over their own lives, to live safely and healthily, have an active role in the community, and access the support they need to be as independent as they choose”.

The High Level Outcomes

HCOP1: Helping people live a longer, healthier, active life

HCOP2: Better mental health

HCOP3: Healthier, independent and included older people

HCOP4: Healthier, independent and included disabled people

HCOP5: Enabling carers

The Staffordshire Context

In Staffordshire there are specific challenges facing our communities in terms of their health. For example there are high levels of deprivation in some parts of Newcastle-under-Lyme, Cheadle, Burton-on-Trent, Rugeley, Cannock and Tamworth. While the county as a whole is below average in terms of life expectancy for both males and females, with long term illness being a key concern in Cannock Chase, Newcastle-under-Lyme and Staffordshire Moorlands. In terms of older people South Staffordshire is marked by the fact that it has a pronouncedly higher proportion of people from the middle and older age groups.

In terms of the quality of life for Staffordshire’s older people we have an overarching ‘Ageing with Opportunity’ strategy. This contains over 40 high-level actions, which will be broken down to over 100 more specific actions, all with clear single or multi-agency accountability and appropriate measures. The actions are grouped over four main aims: - to promote independence, choice and confidence; staying healthy and supporting carers; making a positive contribution; and information and advice.

The priorities also build on the County Council’s “*Changing Lives*” Programme, which sets out a new way of working to support older people, disabled people and vulnerable adults to live as independently as possible. For disabled people, the report, ‘Whose Life is it Anyway’, (February 2006) undertook a review of services for people with learning disabilities in Staffordshire and set out a future strategy to modernise the way in which people are supported. With this programme of modernisation, services and partnerships are being developed to be better placed to deliver and support vulnerable people. Through the LAA vulnerable people will benefit from improved health and opportunities, allowing them to achieve the level of independence to which they aspire.

The Wider Context

The Government's White Papers, *Choosing Health* and *Our Health, Our Care, Our Say* focus on increased choice around healthcare for patients with local service delivery based on the needs of the community. Health and social care providers will be required to work more closely in partnership with the LAA playing a critical role in helping to encourage joint working across different agencies to deliver improved outcomes around health and older people.

Further key national challenges which have been considered in the development of this block include the NHS moving from a "provision" service to a "commissioning a patient-led service" shaped around the decisions of the patient, the national prioritisation of health inequalities; social care moving away from traditional residential and day care models, the introduction of practice-based commissioning and payment by results, as well as the reconfiguration of the health service locally and the emergence of Foundation Trusts.

In terms of disabled people, the report "Improving the Life Chances of Disabled People (2005)", sets out an ambitious programme of action which aims to bring disabled people into the scope of the "opportunity society". This document and new duties outlined in the Disability Equality legislation will provide the impetus to ensure that agencies evaluate the needs of disabled people in relation to planning and service development.

Furthermore, there is a new statutory duty for both the NHS and Directors of Adult Social Services to consider the health and care needs of offenders and the prison population. This is particularly relevant to Staffordshire, given the County's significant prison population.

Impact on the Cross Cutting Priorities

Closing the Gap
A particular priority for this block in terms of engagement will be in understanding how to reach excluded groups such as older people, disabled people or those from BME communities. These groups may be excluded for many reasons whether that is due to them living in isolated, rural areas or due to being physically unable to access services, or because the appropriate services do not exist. There will be a focus on narrowing health inequalities by promoting healthy choices to communities and improving the quality of service available to excluded groups.
For Example: <i>HCOP1.1.3: 'Reduction in health inequalities between the population of the most deprived wards/SOAs and the least deprived areas by narrowing the gap in all age, all cause mortality.'</i>
Prevention as a Priority
Health and care partners across Staffordshire have a duty to develop preventative services and strategies. Through improving health there is a clear link to reducing the incidence of long term and acute conditions, especially through a reduction in smoking and obesity. Within Mental Health in Staffordshire, the Staffordshire LIT is committed to enabling people with a mental health diagnosis to maintain their conditions with support and to reduce the possibility of crisis and relapse.
For Example: <i>HCOP 2.1.2: 'Number of people (of all ages) with MH diagnosis supported by Primary Care services in the community.'</i>
Local Services for Local People
As part of the restructure of the Learning Disability Partnership Board, Locality Boards in each district have been established, with a locality carers group and a service users group also within each district. These structures will ensure that carers and service users are

engaged with on any locally important issues. Older people will be helped to access learning opportunities, while the barriers to access will be identified and addressed, with consideration given to improved transport, provision of better information and signposting to local facilities. Through the LAA there will be an increase in the number of older people who are proactively engaged in the development and design of services. The Older People Partnership Board Reference Group, with clear user and carer representation, will be developed and properly supported. Working with the voluntary and community sector to improve access to a range of services to increase well-being reduce isolation, and to inform about lifestyle will be important to the success of this Block.

For Example:

HCOP3.4.2: 'Number of Older People aged 55+ volunteering.'

Promoting Respect and Taking Responsibility

Following consultation with service users, carers and partner agencies, the Carers Partnership Board has published 'A Strategy for Carers in Staffordshire 2005 – 08'. It clearly defines the determination to develop carer services which are flexible, responsive and promote independence, well being and choice. The 'Enabling Carers' outcomes within this Block will link into and enhance the Action Plan within the Strategy. It will be imperative during the next 3 years to engage all partner agencies in the implementation of the strategy.

For Example:

HCOP4.2.3: 'Number of adults aged 18-64 with physical disabilities in receipt of Direct Payments'

9.4 Economic Development and Enterprise

The Vision

“Staffordshire will be known for being a high knowledge, high value added, high skilled economy, with a high quality of life.”

The High Level Outcomes

EDE1: Increase the levels of new business formations and their survival, especially in higher value added clusters and other locally important sectors.

EDE2: Increase the proportion of the High Value Added economy in Staffordshire.

EDE3: Improve skill levels, especially to support growth in high value added businesses

EDE4: Develop vibrant and sustainable town centres, market towns and surrounding rural villages.

EDE5: Ensure that those in the most deprived communities can access the economic opportunities created throughout Staffordshire.

The Staffordshire Context

Creation of wealth is the key to prosperity and is fundamental to the quality of life of our communities. Improvements in our health, housing, educational attainment, how safe we feel, and the quality of our environment are dependent on economic prosperity. Staffordshire is facing challenges – the effects of the decline of some of our traditional industries and of globalisation has been marked. Industries for which we are internationally known; coal, steel, ceramics and engineering are readjusting to a changing world, whilst our rural economy is trying to meet the challenge of diversification.

New sectors offer new opportunities; environmental technologies, medical technologies and the knowledge economy sit alongside the growing financial and professional service sector. We can't rely on these new sectors coming to us because the competition is fierce. We know we can attract them – we have to go and get them.

We need to 'raise our game' by improving our skills offer and widening our employment base. The needs of our economies regionally and nationally need to be articulated, so that our voice is loud and strong, and we attract quality public and private investment. The future of our towns as our economic drivers is dependent on how well we do this.

We have assets; parts of our county are sought after by people seeking a good quality of life, our location is envied, and we have a good educational offer right across the board. The challenge for the Staffordshire public sector agencies is to equip and acquit ourselves for business, so that we can attract the employers who will help us achieve our vision for Staffordshire.

The Wider Context

The national and international agendas are the *Lisbon Agenda*, which is focused on making Europe more dynamic and knowledge based, the Government's *Sustainable Communities Plan: Sustainable Communities: Building for the Future*, which has established a long-term programme of action for delivering sustainable communities in both rural and urban areas. The *Barker Review of Housing* focuses on the need to increase the supply of housing, as this is a key factor in providing sustainable economic growth. The Regional Economic Strategy and the Regional Housing and Spatial Strategies are key drivers in restructuring the economies of the north of our county, and both north and south economies are influenced by the developments of city regions, and urban renaissance policies.

Impact on the Cross Cutting Priorities

<p>Closing the Gap</p> <p>Land availability, support for enterprise and innovation as well as the development of specialist business support facilities and the level of the population with Level 4 qualifications are key to closing the gap. We know that to maximise Staffordshire's economic potential we must tap into the talent of the whole of our communities by widening opportunities and access. It is important to recognise those within Staffordshire who face significant barriers to engaging with the economy. Support appropriate to raise the skills base, attract new job opportunities and reduce worklessness are vital.</p> <p>For Example: <i>EDE5.1.7: Employment rate for the disabled community</i></p>
<p>Prevention as a Priority</p> <p>We need to raise the skills level. There are a number of areas and communities that require significant outreach intervention if they are to have the opportunity to share in the county's economic growth. There will be the aim to increase achievement in ESOL in identified areas, support business formation from deprived groups and increase the number of people with Level 2 qualifications. This action will guard against future generations developing the mindset of today's generations who have not been able to secure meaningful employment and where barriers to advancement remain.</p> <p>For Example: <i>EDE5.1.6: 'Number of adults achieving national tests in literacy and numeracy at Level 2.'</i></p>
<p>Local Services for Local People</p> <p>To ensure the right services are established for the right people - labour market information, outreach work and the use of intermediaries to promote engagement and facilitate access to support will be a focus of the block's work. The Business Park initiative and BID concept will be built on, as will the increasing levels of consultation with user groups.</p> <p>For Example: <i>EDE4.1.1: 'Percentage of new retail floorspace granted planning consent in centres and on the edge of centres.'</i></p>
<p>Promoting Respect and Taking Responsibility</p> <p>The public sector agencies will focus on equipping and acquitting ourselves so that we are absolutely business focused. All of the blocks will be asked to identify how they will operate in a business focused way. We want Staffordshire to be known in the business community for our responsiveness, adaptability, and care.</p> <p>We know that economic success builds self esteem, whether it's new business start-ups or career achievement. Skills sets that allow individuals and businesses to take control of their futures and play an active role in developing and benefiting from the opportunities ahead will be part of our focus.</p> <p>For Example: <i>EDE1.1.3: 'Percentage of businesses which believe they have been treated in a fair and equal way.'</i></p>

9.5 Sustainable Development

The Vision

“Staffordshire will find and apply ways to meet the economic, social and environmental aspirations of present generations that will not compromise the ability of future generations to meet their own aspirations for prosperity, safety and contentment. Our goal will be to adopt innovative, locally appropriate and more sustainable measures that will halt and, then reverse environmental degradation and depletion that is adversely affecting finite supplies of vital collective resources, such as breathable atmosphere, drinkable water, fertile top-soil and useable energy. By adopting measures which tread lightly on the earth’s systems, the threat of climate change will be retreating and the impacts of climate change will be more manageable.”

Our shared ambitions are that:

- Future development will be achieved in ways that allow for the conservation and enhancement of the natural environment;
- The amount of biodegradable waste going to landfill will be reduced and recycling performance will be enhanced by promoting reduction in materials used, encouraging the re-use of resources and developing local markets for recycled materials;
- Transport systems in Staffordshire will be developed to support sustainable economic growth and provide social and environmental benefits such as: improving accessibility to essential facilities, particularly for those without a car;
 - Integrating the transport infrastructure with other activities to provide wider and more sustainable travel choices and
 - Reducing pollution, congestion, fuel consumption and the need for road building.
- The spatial development needs of urban and rural communities will be achieved by design, building and maintenance practices that meet the highest environmental and sustainable standards.

The High Level Outcomes

SD1: Enhance and ensure access for all to environments that are valued, protected and enjoyed.

SD2: A sustainable transport system which improves access to essential services for all, reducing the reliance on the car.

SD3: Reduce waste to landfill and increase recycling.

SD4: Reduce carbon emissions.

The Staffordshire Context

Every Local Authority in the UK was tasked by Government to produce a Local Agenda 21 Strategy for sustainable development in 2000. For many authorities this has provided a good foundation from which the principles of sustainable development have been progressed and practical outcomes achieved.

More recently, each District and Borough Council has been required to produce a Local Development Framework (LDF) which sets out their land use strategy and

policies. The County Council is responsible for the preparation of a Minerals and Waste LDF. The Core Strategy will be published in November 2007. This will be followed by the publication of the Waste Core Strategy and allocations in November 2008. LDFs are intended to express Community Strategies in land use terms.

The local authorities in Staffordshire are working together to produce an Integrated Waste Management Strategy which sets out a plan to meet statutory targets for managing waste and to achieve the LPSA targets. A Joint Waste Management Board has been established which has produced and approved a draft strategy, "2020 Vision", for the future management of municipal waste.

The Local Transport Plan 2006 – 2011 for Staffordshire provide the framework for the development of, and investment in, the County's transport network. Similarly, the Staffordshire Biodiversity Action Plan (SBAP) provides County based priority habitats and species targets for action, which are drawn from the Government's UK Biodiversity Action Plan

Climate change is a key area of concern for all of us locally, nationally and internationally. Long-term action is needed by all of us and across all of the areas of this Strategy.

The Wider Context

Key national and regional challenges and opportunities have been taken into account in the identification of the outcomes for this block. Nationally, the Government's new 'Shared Framework for Sustainable Development – One Future - Different Paths' (2005), launched in conjunction with the new strategy for sustainable development 'Securing the Future', has four priorities for immediate action:

- Sustainable Consumption and Production
- Climate Change and Energy
- Natural Resource Protection and Environmental Enhancement
- Sustainable Communities

The UK Biodiversity Action Plan (BAP) is the Government's response to the convention on Biological Diversity. This called for the creation and enforcement of national statistics and action plans to conserve, protect and enhance biological diversity.

The Regional Spatial Strategy for the West Midlands sets the framework for the development of the region, including Staffordshire, to 2021. It provides the strategic basis for all of the Local Development Frameworks in the County. It is currently being reviewed which will have implications for development in Staffordshire. As a consequence, it is important that an active part in this work is taken. Furthermore, the West Midlands Regional Sustainable Development Framework drives forward further progress towards sustainable development.

Impact on the Cross Cutting Priorities

Close the Gap
Transport systems in Staffordshire will be developed to support sustainable economic growth and provide social and environmental benefits such as improving accessibility to essential facilities, particularly for those without a car and integrating the transport infrastructure with other activities to provide wider and more sustainable travel choices.
<i>For Example:</i>

<i>SD2.1.2: 'Percentage of rural households within 800m of an hourly bus service to a major centre.'</i>
Prevention as a Priority
Future development will be achieved in ways that allow for the conservation and enhancement of the natural environment. The amount of biodegradable waste going to landfill will be reduced and recycling performance will be enhanced by promoting a reduction in materials used, encouraging the re-use of resources and developing local markets for recycled materials. The spatial development needs of urban and rural communities will be achieved by designing, building and maintenance practices that meet the highest environmental standards.
For Example: <i>SD3.1.1: 'Increase in percentage of municipal waste recycled.'</i>
Local Services for Local People
Staffordshire's towns, villages and rural areas will develop in ways that reduce their impact on the environment whilst meeting their social and economic needs. To achieve this local development will be sited where people already live and new facilities will be created that are more easily accessible in ways that reduce the use of private cars. Access for a significant proportion of Staffordshire's urban and rural populations to major centres will have improved and the predicted growth in traffic levels on Staffordshire's local road network will be restrained. The rights of way network will be easy to use and viewed as a valuable resource attracting visitors and residents.
For Example: <i>SD1.2.1: Percentage of the total length of the rights of way that are easy to use by the general public.</i>
Promoting Respect and Taking Responsibility
The proportion of waste that is reused or has its components recycled into new products and reduce the amount sent to landfill by composting or incineration for electricity generation will be increased. The environmental carbon impact arising from the County's communities' lifestyles will be reduced by encouraging reductions in energy consumption and developing local purchasing options.
For Example: <i>SD4.1.1: 'Reduction in CO₂ emissions of all LAA partners own activities by 60% by 2050'</i>

10. Equalities

Tackling inequalities and disadvantage is fundamental to promoting prosperity. Although Staffordshire as a County is by and large a relatively affluent area, we recognise that a number of our communities face significant challenges. For example, 8% of the County's residents live in the most deprived 20% Super Output Areas. Whilst the higher levels of deprivation are most noticeable in the larger urban areas there are also rural areas, which suffer from multiple deprivation. Therefore, included in our LAA are indicators, which focus on tackling specific issues in specific communities, for example:

HCOP1.1.2: Reduce health inequalities between the Spearhead area of Tamworth and the England population by narrowing the gap in all age, all cause mortality.

However urban areas do not exclusively experience disadvantage, rural communities also experience isolation and in particular barriers to accessing services, with certain groups, for example lone pensioners, in those rural areas having particular difficulties in overcoming barriers to services. Through the LAA, we will be better able to understand the different needs of different communities and to be innovative in the way we develop and deliver services. All partners through their commitment to the LAA are also committed to ensure fair and equal access to services for all communities.

Our LAA sets out an approach to differential delivery (pages 27-28), which will ensure that a differential approach to targeting and delivery, which takes into account the size and diversity of Staffordshire, as a whole, is implemented. This differential approach will mean that attention is focused on those areas where it is needed most, whether that is due to acute deprivation or specific underperformance, for example;

CYP3.1.10: Percentage of boys attaining 5+ A to C or equivalent based on end of Key Stage 4.*

The needs of particular priority groups from across the County, who may experience inequalities whether in terms of health, education or employment outcomes, have also been addressed throughout the development of the LAA. These priority groups include BME communities, Looked After Children, people with physical or learning disabilities and lone pensioners to name a few. Page 27 of this submission set out in detail these priority groups alongside the indicators which focus on tackling the issues relevant to them. Approximately 23% of all indicators relate to priority groups.

The LAA has been developed with the principles of social inclusion in mind. Through it we are seeking to ensure that all individuals and communities have the opportunity to lead a fulfilling life. There specific indicators that aim to tackle problems which have previously prevented people from achieving their full potential:

HCOP2.4.2: Reduction in the incidence of homelessness for people with mental health conditions.

Through the LAA we will develop and benefit from a common understanding of the vulnerable groups in the County and those experiencing inequalities. The LAA, as part of one of its key cross cutting priorities (Prevention as a Priority), will target preventative activity at priority groups and specific communities to bring about sustainable changes to improve the quality of life for all those living or working in those communities.

Finally, there is a duty on all public bodies to eliminate discrimination, promote equality of opportunity and to promote equality in its many manifestations whether that is in terms of race, faith, gender, age and disability. In particular there are implications for the LAA in relation to the Race Relations Amendment Act ((RRAA) 2000) and the Disability Discrimination Act (2005). Specifically this means that whilst we undertake our role as partners in the LAA, we will be guided by the General and Specific Duties under the RRAA (2000) and DDA (2005). Similarly the LAA has taken into account more recent legislation on The Employment Equality (Age) Regulations, the Employment Equality (Religion) Regulations and The Employment Equality (Sexual Orientation) Regulations (2006), and the Gender Duty (2007).

As LAA partners we will need to consider how the delivery of the LAA will impact differently on different groups and how that will be measured. A Needs Impact Assessment on the outcomes in each of the five LAA blocks to ensure that equalities and inclusion have been fully and comprehensively addressed, will be carried out by each thematic partnership, at both the six monthly review and at the annual refresh.

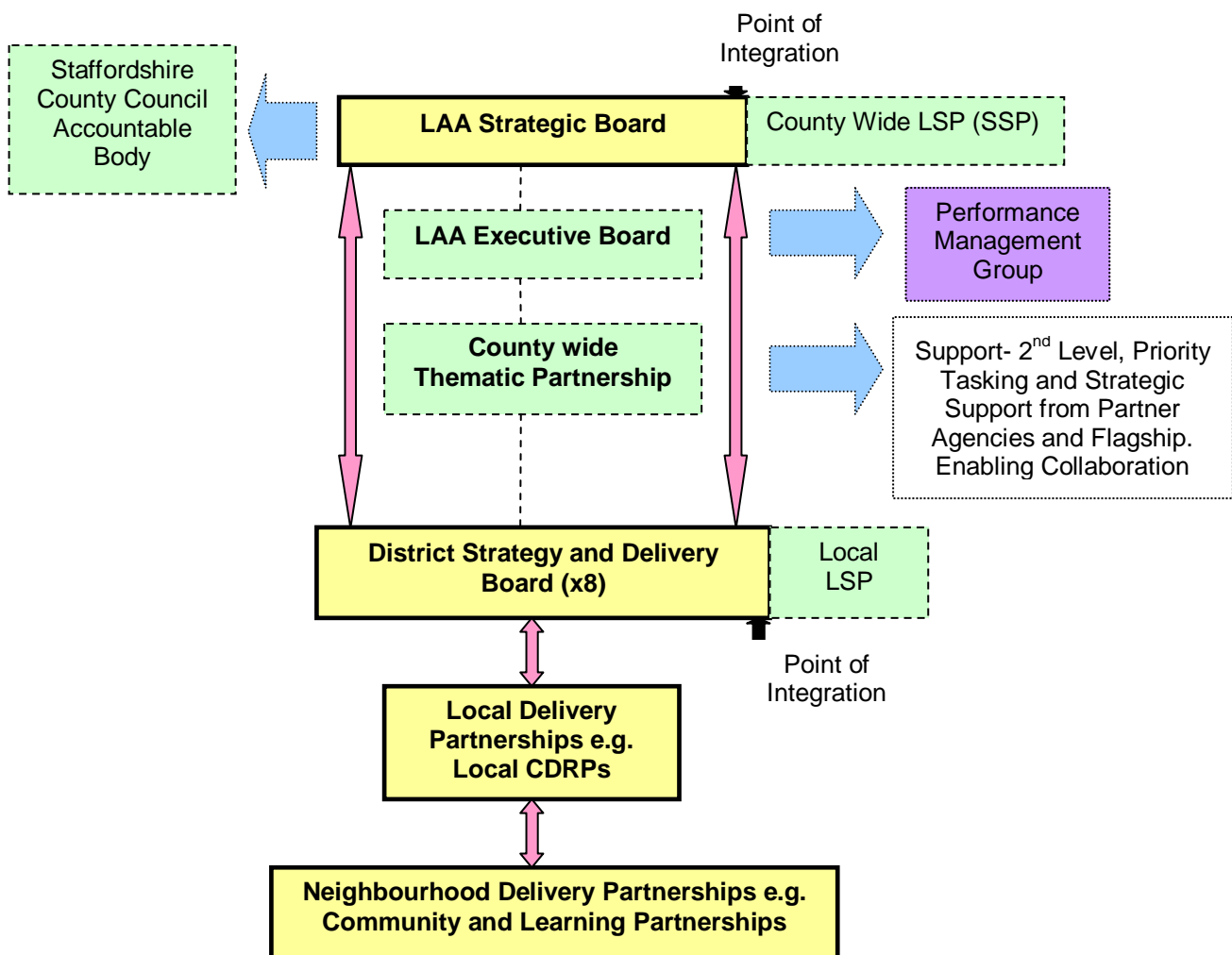
11. Governance Arrangements

The successful delivery of the LAA will depend upon having appropriate partnership structures in place that are fit for purpose and which are capable of delivering our LAA's priority outcomes.

It is important to note that the Governance Arrangements have been guided by the principles of:

- Clarity and transparency
- Minimal bureaucracy
- Devolution of Decision Making
- Building on existing partnership arrangements
- Recognition of existing responsibilities
- A strategic approach to two tier working

11.1 Governance Structure



----- Line of strategic co-ordination/support and performance management

↔ Direct Line of Responsibility and Accountability

The governance arrangements provide a direct line between LAA strategy, and district partnership delivery. They also provide a Countywide Thematic Partnership

at a cross county strategic level to ensure LAA outcome performance and block strategy development.

11.2 The Accountable Body

Staffordshire County Council will be the accountable body for the Staffordshire LAA. This is in line with guidance for Round 3 LAAs, which states that:

“The upper tier local authority will be the accountable body for the financial management of the LAA and for ensuring that robust performance management arrangements are in place. It is also responsible for ensuring that there are clear leads for each of the targets in the LAA, so that individual partners within the LSP are responsible and can be held accountable to Government for delivery against these targets. Where a target requires the input of a number of different partners, the main contributors should be detailed and a leading contributor should be identified.”³

As the Accountable Body, the County Council will be responsible for holding the funds identified for the LAA outcomes. It will ensure the proper financial management of the LAA, and provide assurance to Government Office and other government departments that funding has been used properly and appropriately.

11.3 Roles and Responsibilities of the LAA Boards

The Staffordshire LAA Strategic Board

The Staffordshire LAA Strategic Board will ensure the delivery of improved and appropriate local public services, which enhance the quality of life for Staffordshire’s people. It will act as a co-operative partnership with shared aspirations and commitment. The membership of the Staffordshire LAA Strategic Board is as follows:

- All local authority leaders
- Chairs of other partner organisations
- Chair of Staffordshire Strategic Partnership
- Other senior representatives of key partner organisations including the voluntary and community sectors.
- The Chair of the Stoke-on-Trent Local Strategic Partnership (Observer)
- The Elected Mayor of Stoke-on-Trent (Observer)
- GOWM (Observer)
-

<p>Accountabilities This group is accountable up and down the delivery chain for</p> <ul style="list-style-type: none"> • Overall performance of the LAA • Compliance with terms of LAA • Policy decisions • Policy performance review • Delegate authority to the thematic partnerships to deliver improved performance in outcomes • Direction of the LAA Core (Implementation) team • Reporting to Strategic Partnerships
<p>Tasking responsibilities This group is responsible for carrying out the following tasks up and down the delivery chain</p> <ul style="list-style-type: none"> • Reporting to Cabinets / Boards and GOWM • Strategic review of the LAA in refresh • Policy development and approval

³ Local Area Agreements: Guidance for Round 3 and Refresh of Rounds 1 and 2: 31st March 2006, ODPM

- | |
|--|
| <ul style="list-style-type: none"> • Strategic alignment • Development of performance orientation in partnership working |
|--|

In terms of funding, the role of the Staffordshire LAA Strategic Board is two fold:

- To exercise discretion to make decisions on behalf of partners on the allocation of funding pooled within the LAA for the duration of the agreement;
- To encourage partners to align non pooled or mainstreamed funding towards the achievement of outcomes in the LAA.

LAA Executive Board

The LAA Executive Board is concerned with putting the Community Strategy and LAA into practice by ensuring effective partnership working within the County and looking at opportunities for developing partnership delivery and processes on behalf of the Partnership. The Membership of the LAA Executive Board is as follows:

- Staffordshire County Council (Chief Executive)
- District Chief Executives
- SCIO
- LAA Block Leads (5)
- Connexions (Chief Executive)
- Job Centre Plus (Staffordshire Partnership Manager)
- LSC (Area Director)
- Staffordshire Probation (Chief Officer)
- Staffordshire Fire and Rescue (Chief Fire Officer)
- Staffordshire Police (Chief Constable)
- PCT (2 x Chief Executives)
- GOWM
- LAA Project Sponsor

<p>Accountabilities <i>This group is accountable up and down the delivery chain for</i></p> <ul style="list-style-type: none"> • Co-ordination of work of theme groups • Advising strategic board • Championing the LAA, and cross cutting priorities performance orientation and management of flagships • Advising strategic board and theme groups on cross cutting themes (e.g. prevention) • Planning and implementation of learning programme • Support to the LAA Core (Implementation) team
<p>Tasking responsibilities <i>This group is responsible for carrying out the following tasks up and down the delivery chain</i></p> <ul style="list-style-type: none"> • Advising strategic board on performance and developmental priorities • Performance management of LAA targets (reporting under performance) • Trouble shooting on co-ordination of implementation of key activities

Countywide Thematic Partnerships

The Countywide Thematic Partnerships sit at a strategic, cross county level. They will co-ordinate performance management of LAA outcomes as well as the development of block strategy. Additionally, these partnerships will ensure cohesion and functional focus across District Strategy and Delivery Boards and through District Strategy and Delivery Boards provide leadership to local delivery partnerships.

<p>Accountabilities <i>This group is accountable up and down the delivery chain for</i></p> <ul style="list-style-type: none"> • Thematic implementation of the LAA • Advising strategic board • Delivery planning the flagships • Integrity checking the district delivery plans with the Countywide targets • Annual refresh of agreement
<p>Tasking responsibilities <i>This group is responsible for carrying out the following tasks up and down the delivery chain</i></p> <ul style="list-style-type: none"> • Performance management of all outcomes / targets in the Block • Implementation of flagships • Integrity checking the district level delivery planning – for fit with countywide LAA • District level block governance arrangements and their performance • Tasking and problem solving on delivery at District level

Terms of reference will be agreed for each of Countywide Thematic Partnership and will be based on those contained in Appendix C.

The membership of each Countywide Thematic Partnership must provide the necessary expert and strategic leadership in support of the Staffordshire LAA Strategic Board and District Strategy and Delivery Boards.

District Strategy and Delivery Boards

The fundamental principle for Staffordshire is that decision making is based on two tier strategic leadership at countywide and district levels. Districts are the building block for strategic decision making and leadership at the local level. Therefore in order to reflect the partnership landscape of our diverse county area the arrangements at district level are being determined locally. The accountabilities and tasking responsibilities of the District Strategy and Delivery Boards are set out below.

<p>Accountabilities <i>This group is accountable up and down the delivery chain for</i></p> <ul style="list-style-type: none"> • Overall performance of the District Delivery Plans and conformity with the District community strategies • District level scrutiny of delivery • Policy decisions • District policy performance review • Annual delivery planning for the district priority outcomes and indicators • Development of the local delivery chains • Promotion of the LAA as a district priority • VCS “buy in” and involvement
<p>Tasking responsibilities <i>This group is responsible for carrying out the following tasks up and down the delivery chain</i></p> <ul style="list-style-type: none"> • Advising strategic board on developmental priorities • Strategic review of district delivery plans in refresh and conformity with updates of the District community strategy • Policy development and approval • Development of performance orientation in partnership working at district level • Scrutiny of the work streams of the sub structures (e.g. CDRP, CLP) • Developing district delivery chains • Promoting district level ‘buy in’

District and Neighbourhood Delivery Partnerships

District partnership arrangements are also being re-shaped so that they reflect the arrangements county wide and to provide the community leadership for the LAA. The thematic partnerships at a district level are also being re-shaped, as are local delivery arrangements like that for the Children and Young People’s agenda. The governance arrangements provide these delivery partnerships with a clear operational mandate.

<p>Accountabilities <i>This group is accountable up and down the delivery chain for</i></p> <ul style="list-style-type: none"> • District and neighbourhood level delivery • Delivery of district and neighbourhood level performance against indicators in the agreement • Corrective action • Performance improvement
<p>Tasking responsibilities <i>This group is responsible for carrying out the following tasks up and down the delivery chain</i></p> <ul style="list-style-type: none"> • Thematic delivery planning at district level and delivery planning at neighbourhood level • Development and scrutiny of performance orientation at neighbourhood level • Integrity checking the neighbourhood level delivery plan for fit with the district delivery plan and community strategy

Clarity of Purpose

Key to the successful delivery of the LAA outcomes is the clarity around the purpose and responsibility of the various elements of the Governance structure. In addition to the Terms of Reference and operating protocols, it is necessary to ensure the relationship and role of each element is clearly defined. It is a key feature of the Staffordshire LAA Governance that strategic accountability and decision making is established at two levels: the Staffordshire LAA Strategic Board and at the District Strategy and Delivery Boards. The necessary support to these two levels of strategic delivery and importantly the performance management is facilitated by the other groups, for example the LAA Executive Board and Countywide Thematic Partnerships, as set out in the structure on page 44.

More detailed information on the Governance Arrangements is available as a separate document, on request from the LAA Core Team.

11.4 Scrutiny

It is important that the management arrangements for the LAA, namely the Staffordshire LAA Strategic Board and the LAA Executive Board should be held to account in an open and transparent way.

From April 2007 Staffordshire County Council will reconfigure its scrutiny and performance panels to reflect the five blocks of the LAA. The constitution of the existing County Council Partnerships Scrutiny Panel will be amended to allow the co-opting of one Member representative from each District/Borough council as well as a single representative from other key organisations involved in LAA delivery. This mirrors the Staffordshire Health Scrutiny Committee model, which has long been admired nationally as an example of good practice. It is hoped that these arrangements will be in place from January 2007. Further investigation needs to be undertaken regarding the voting rights of co-opted Members although in practice it is unlikely that the Panel's business will require the exercise of these rights.

The extended Staffordshire Partnerships Scrutiny Panel will meet four times a year to consider county-wide LAA performance updates. Any recommendations or concerns from the Panel will be referred back to the Staffordshire LAA Strategic Board for consideration and copied to district based scrutiny committees or panels.

The Panel will review and scrutinise the decisions made by bodies charged with the development and delivery of the LAA. This will include a review of performance and any necessary investigations. The Panel will be allowed to question and gather evidence from any person, body or organisation (with their permission) and make recommendations for action.

At the district/borough level, again reflecting the Staffordshire Health Committee arrangements, a local County Council Member will be co-opted on the relevant Scrutiny and Overview Committee.

12. Performance Management

In order to ensure that the agreed targets and outcomes in the Staffordshire LAA are achieved it is vital that a robust performance management framework is established. Performance Management and Governance are intrinsically linked; therefore this section should be read alongside the section on Governance.

Our Vision

It is our vision to develop a climate across Staffordshire in which performance improvement is standard practice. We will achieve this by:

- Developing a robust performance monitoring system;
- Establishing arrangements for reporting, analysing and gathering performance information;
- Supporting County, Thematic and District partnerships in managing performance through the use of performance monitoring;
- Ensuring that LAA performance management arrangements are fully integrated into organisational and partnership arrangements;

Implementing Performance Management

To ensure the successful implementation of the performance management arrangements, we will:

- Identify a named individual who will be accountable for the performance management arrangements of the LAA, this will be the Deputy Corporate Director (Policy and Performance) at Staffordshire County Council;
- Develop a clear action plan, with milestones (set out below) for implementing the performance management arrangements;
- Establish a Performance Management Group as a 'working group' to oversee the implementation of the performance management action plan.

The Performance Management Action Plan can be broken down into the following key milestones:

Milestone	Date
• Development of arrangements for storage and access of performance management information	By April 2007
• Processes designed to manage and report on delivery and translate into enhanced set of performance management protocols	By June 2007
• Focus clearly on the performance of the 28 High Level Outcomes by identifying the prime indicators, particularly those that are mandatory or particularly important for Staffordshire - that sit within these High Level Outcomes	By June 2007
• Population and agreement (with GOWM) of the outstanding baselines and targets	By June 2007

Milestone	Date
<ul style="list-style-type: none"> Corporate understanding and clarity on Mid Year Review requirements with processes, protocols and systems in place that will secure these to time and budget 	By July 2007
<ul style="list-style-type: none"> Development of robust performance management information system which is clear, transparent and responsive 	By July 2007
<ul style="list-style-type: none"> Progress in developing a climate in which performance improvement is standard practice and where the focus is on the key priorities for action, decision, correction and development 	By September 2007
<ul style="list-style-type: none"> Successful implementation of governance arrangements, where each level is supported in its performance management role. 	By October 2007
<ul style="list-style-type: none"> Provide data, make judgements on progress and prepare papers and hold Mid Year Review 	From October to December 2007

Roles and Responsibilities for Managing Performance

Based on the governance arrangements consideration of performance will be at the following levels:

- Staffordshire LAA Strategic Board**
To oversee the effective implementation of performance management of the LAA, as well as to develop performance orientation in partnership working.
- LAA Executive Board**
To take an overall role of performance management of the LAA outcomes, providing support to Countywide Thematic Partnerships and District Strategy and Delivery Boards in their performance roles. The Executive Board will also take action to address underperformance.
- Performance Management Group**
To oversee the implementation of the performance management and monitoring action plan, and the associated processes. To offer support to Countywide Thematic Partnerships, and to report to the LAA Management Boards on performance management across the LAA.
- Countywide Thematic Partnership**
To co-ordinate and performance manage, and to monitor progress against the relevant LAA outcomes in their block. To liaise with District Strategy and Delivery Boards to address underperformance. The identified Block Leads will play key roles in the Countywide Thematic Partnerships.
- District Strategy and Delivery Boards**
To implement effective performance management of the LAA at a District level, and to provide support and guidance to District and Neighbourhood Delivery Partnerships.
- District and Neighbourhood Delivery Partnerships**

To strive for performance improvement, tackling underperformance and taking corrective action at the District and Neighbourhood level.

- **Outcome Leads**

Their role is to co-ordinate the performance monitoring of the high level outcome for which they are responsible. This will involve close working with the identified lead partners for each indicator.

Performance Reporting

It is proposed that the Staffordshire LAA Strategic Board and LAA Executive Board should assess performance on the basis of exception reports while the Countywide Thematic Partnerships will assess all performance data. Performance data will be collected and reported on a quarterly basis. The frequency of data reporting will vary – some will only be reported at the year end or in alternative patterns such as term end and academic year. The proposed timetable will be as follows:

Quarter 1: April -June 2007	Report to LAA Executive Board July 2007
Quarter 2: July - September 2007	Report to LAA Executive Board October 2007
Quarter 3: October - December 2007	Report to LAA Executive Board January 2008
Quarter 4: January- March 2007	Report to LAA Executive Board May 2008

'Ladder of Intervention' for Addressing Under-Performance

Below is a three stage process to addressing under-performance:

- Stage 1 If a monitoring report shows that performance against a particular target has failed to achieve the agreed trajectory, the Countywide Thematic Partnership will be expected to take appropriate action, working as appropriate with the District Strategy and Delivery Board and the lead partner/other agencies. It will be asked to report on progress in the next quarterly report to the LAA Executive Board.

- Stage 2 If a monitoring report shows that performance against the operational plan or target has failed to achieve the agreed trajectory for two consecutive quarterly periods, the relevant Countywide Thematic Partnership will be expected to agree with the District Strategy and Delivery Board a detailed action plan to tackle the under-performance. It will be asked to report on progress in the next quarterly report to the LAA Executive Board.

- Stage 3 If performance continues to fall below expected levels despite actions in Stage 2, the LAA Executive Board will request a detailed report on the issues that have contributed to under performance and the options for further action for bringing performance back to target or for further negotiation with GOWM as part of the Annual Refresh.

The LAA Executive Board will retain the right, in consultation with the relevant Countywide Thematic Partnership, to trigger performance management action at either Stage 1, 2 or 3 in other circumstances where there is evidence of under-performance against target. The Countywide Thematic Partnership will consult with the relevant District Strategy and Delivery Board in the first instance with regard to responding to underperformance within a particular district. The LAA Executive Board will report every six months to the Staffordshire LAA Strategic Board on all performance management actions at Stages 2 and 3.

13. Risk Management

Understanding threats and opportunities that might have an impact on the achievement of outcomes will be fundamental to the success of our LAA. Risk management principles will be applied throughout the life of the LAA, with the Performance Management Group taking the lead on ensuring that a clear framework and process for identifying, assessing, managing and controlling risks is agreed with partners and a risk register developed. This framework will complement the performance management framework and high-level risks will be reported to the Staffordshire LAA Strategic Board with monitoring information, enabling strategic decisions to be made in relation to LAA progress.

Managing Risk

High Level Risks	Action
Failure to embed performance management within the LAA	<ul style="list-style-type: none"> • A detailed performance implementation plan is in development and will be supplemented by a further risk log focused on implementation. • Establishment of the Performance Management Group to take the responsibility for the overall implementation of performance management across the LAA.
Failure to tackle underperformance	<ul style="list-style-type: none"> • Reporting arrangements established which identify underperformance • Ladder of intervention developed
Failure to monitor finances	<ul style="list-style-type: none"> • LAA finance information is tracked and reported, where required
Failure to produce and action delivery plans	<ul style="list-style-type: none"> • Delivery plan briefings for Blocks and District delivery partners • Delivery plan guidance issued • Delivery plan 'speed dating' to ensure negotiation of targets • QA of delivery plans
Failure to engage with the Voluntary and Community Sector (VCS)	<ul style="list-style-type: none"> • Secondment of officer from SCIO into the LAA Core Team • Development of VCS Engagement Strategy • Development of Strategic Leads to be involved with each LAA Block

14. Enabling Measures

Following discussions within each of the LAA Blocks, it has been unanimously decided that during the first year of the LAA, enabling measures will not be pursued.

Outcomes and Funding Framework

15. The Outcomes and Funding Framework: Points of Information

Indicators

In developing the LAA, a conscious decision was taken not to duplicate indicators. This has ensured that the number of indicators has been kept to a manageable number, as well as demonstrating confidence in partners across Staffordshire to work together, across the LAA to deliver better services. Through delivery planning, it is our intention that cross block working will be addressed and that no indicator and the associated actions will be missed or left unplanned. The Outcomes Framework identifies where there are links in indicators between the blocks and demonstrates the commitment to ensure full coverage across the LAA.

It should be noted that indicators highlighted in **bold** are mandatory indicators, while those highlighted in *italics* are LPSA2 indicators.

Where an indicator has a baseline and/or targets to be developed, it is likely that there will not yet be a baseline source identified. This information will be populated as and when the data becomes available. Indicators where information is yet to be included have associated action plans, which detail how and when the necessary data will be collected and included. These actions plans are retained by each LAA Block.

LAA Block Leads

Each LAA Block has a Block Lead, who has lead the development of the Block. The Block Leads are:

- **Children and Young People**
Corporate Director, Children and Lifelong Learning, Staffordshire County Council
- **Safer and Stronger Communities**
Chief Fire Officer, Staffordshire Fire and Rescue
- **Healthier Communities and Older People**
Chief Executive, North Staffordshire PCT
- **Economic Development and Enterprise**
Chief Executive, Lichfield District Council
- **Sustainable Development**
Chief Executive, Cannock Chase District Council

LAA Block One: Children and Young People	CYP1 Improving the physical health and emotional and mental well being of children and young people with a particular focus on vulnerable children							
Sub Outcomes	Indicators	Level/Priority Group	Baselines	Targets 2007/08	Targets 2008/09	Targets 2009/10	Lead Partner	Linkages
CYP 1.1 Healthy Children and Young People <i>Sub Outcome Lead: Senior Officer, Healthy Schools Team</i>	CYP1.1.1 Number of schools achieving healthy schools status (Source: Healthy Schools Team)	County	14 (2006)	274	366	397	Healthy Schools Team, Staffordshire County Council	HCOP1
CYP 1.2 Sexually Healthy Young People <i>Sub Outcome Lead: Staffordshire Teenage Pregnancy Coordinator/ Strategy Manager</i>	CYP1.2.1 Number of conceptions to females aged under 18 in Staffordshire (Source: Teenage Pregnancy Unit) Mandatory Funding Indicator	County	34.6 per 1000 15-17 year old females (2004)	25.9 15-17 year old females	23.8 15-17 year old females	21.6 15-17 year old females	Staffordshire Teenage Pregnancy Coordinator/ Strategy Manager, Staffordshire County Council / Staffordshire PCTs	HCOP1
CYP1.3 Reduction in the prevalence of obesity and overweight children and young people in targeted areas of the County <i>Sub Outcome Leads: Director of Public Health, North Staffordshire PCT (CYP1.3.1-1.3.4) and Director of Public Health, South Staffordshire PCT (CYP1.3.5)</i>	<i>CYP1.3.1 Prevalence of overweight in year 7 children (11-12 years old) with consenting parents, at routine school nurse measurement of height and weight in two Newcastle-Under-Lyme High Schools</i> <i>(Source: LPSA2)</i> <i>LPSA2</i>	Neighbourhood	Overweight = 33% (2004)	Overweight = 37% (without LPSA) Overweight = 35% (with LPSA)	Not continued	Not continued	Director of Public Health North Staffordshire PCT	HCOP 1.4.1

	<p>CYP1.3.2 Prevalence of obesity in year 7 children (11-12 years old) with consenting parents, at routine school nurse measurement of height and weight in two Newcastle-Under-Lyme High Schools</p> <p>(Source: LPSA2)</p> <p>LPSA2</p>	<p>Neighbourhood</p>	<p>Obese = 12% (2004)</p>	<p>Obese = 16% (without LPSA) Obese = 14% (with LPSA)</p>	<p>Not continued</p>	<p>Not continued</p>	<p>Director of Public Health North Staffordshire PCT</p>	<p>HCOP 1.4.1</p>
	<p>CYP1.3.3 Prevalence of overweight in year 4 children (c 8 years old) with consenting parents, at bespoke measurements of height and weight in Newcastle-Under-Lyme primary schools that feed into the two high schools</p> <p>(Source: LPSA2)</p> <p>LPSA2</p>	<p>Neighbourhood</p>	<p>Overweight = 33% (2004)</p>	<p>Overweight = 37% (without LPSA) Overweight = 35% (with LPSA)</p>	<p>Not continued</p>	<p>Not continued</p>	<p>Director of Public Health North Staffordshire PCT</p>	<p>HCOP 1.4.1</p>
	<p>CYP1.3.4 Prevalence of obesity in year 4 children (c 8 years old) with consenting parents, at bespoke measurement of height and weight in Newcastle-Under-Lyme primary schools that feed into the two high schools</p> <p>(Source: LPSA2)</p> <p>LPSA2</p>	<p>Neighbourhood</p>	<p>Obese = 12% (2004)</p>	<p>Obese = 16% (without LPSA) Obese = 14% (with LPSA)</p>	<p>Not continued</p>	<p>Not continued</p>	<p>Director of Public Health North Staffordshire PCT</p>	<p>HCOP 1.4.1</p>
	<p>CYP1.3.5 Percentage of children with height and weight recorded in Reception (age 4 – 5) and Year 6 (10 – 11)</p>	<p>Districts</p>	<p>12.3% (2005/06)</p>	<p>14.5% (95% Confidence Interval (CI) Lower Limit</p>	<p>14.7% (95% CI Lower Limit 14.1%; 95%CI Upper</p>	<p>14.8% (95% CI Lower Limit 14.2%; 95%CI Upper</p>	<p>Director of Public Health, South Staffordshire</p>	<p>HCOP 1.4.1</p>

	who are obese in Schools within the new South Staffordshire PCT only. (Source: UNIFY & South Staffordshire PCT)			13.9%; 95%CI Upper Limit 15.1%)	Limit 15.3%)	Limit 15.5%)	PCT	
CYP1.4 Reduction in alcohol consumption amongst children and young people Sub Outcome Lead: Head of Public Health, Staffordshire County Council	CYP1.4.1 Percentage of 11-15 year olds who report that they drank alcohol in the last week, as measured by the biennial self reporting questionnaire (Source: LPSA2) LPSA2	County (based on a survey of 23 schools)	33.1% (Feb 2006)	No change (without LPSA) 31.4% (with LPSA)	Review in Refresh	Review in Refresh	Head of Public Health, Health and Consumer Services	HCOP1.3.1
	CYP1.4.2 Mean alcohol consumption of those who drank in the last week, as measured by the biennial self reporting questionnaire (Source: LPSA2) LPSA2	County (based on a survey of 23 schools)	3.9 units alcohol/week	No change (without LPSA) 2.9 units (with LPSA)	Review in Refresh	Review in Refresh	Head of Public Health, Health and Consumer Services	HCOP1.3.1
CYP1.5 Reduction in drug use amongst Young People Sub Outcome Lead: Young Persons Commissioning Officer Staffordshire DAAT	CYP1.5.1 Number of young people accessing substance misuse advice, information or treatment services (Source: Staffordshire DAAT)	County	370 (2005/06)	462	578	723	Young Persons Commissioning Officer Staffordshire DAAT	HCOP1.3.1
CYP1.6 Improved health indicators for children in care. Sub Outcome Lead: Assistant Director Looked after Children, Staffordshire County Council	CYP1.6.1 Percentage of annual dental and health assessments of Looked After Children (as at 30/9 of the relevant year). (Source: Partnership and Service Development Unit, Staffordshire County Council)	County / Priority Group	88% (2006) (419/477 Looked After Children)	90%	90%	94%	Assistant Director, Looked After Children, Staffordshire County Council	

<p>CYP1.7 Children will be emotionally healthy and develop resilience.</p> <p><i>Sub Outcome Lead: CAMHS Co-ordinator, Staffordshire County Council</i></p>	<p>CYP1.7.1 Accessibility rating to CAMHS services across Staffordshire (out of 18)</p> <p>(Source: CAMHS)</p>	<p>County / Priority Group</p>	<p>12.3</p>	<p>14.6</p>	<p>16.6</p>	<p>18</p>	<p>CAMHS Co-ordinator, Staffordshire County Council</p>	<p>HCOP2</p>
<p>CYP1.8 The percentage annual increase in the number of schools with an approved school travel plan required to achieve 100 % coverage by March 2010</p> <p><i>Sub Outcome Lead: Head of Road Safety and Sustainable Travel, Staffordshire County Council</i></p>	<p>CYP1.8.1 Percentage of all schools with school travel plans.</p> <p>(Source: Road Safety and Sustainable Travel, Staffordshire County Council)</p> <p>Mandatory Funding Indicator</p>	<p>County</p>	<p>40% (2005/2006)</p>	<p>70%</p>	<p>85%</p>	<p>100%</p>	<p>Head of Road Safety and Sustainable Travel, Staffordshire County Council</p>	<p>HCOP1</p>
<p>CYP1.9 Children and Young People will have improved social and language skills, emotional skills, independence skills and problem solving skills</p> <p><i>Sub Outcome Lead: Head of Service, Staffordshire YOS</i></p>	<p>CYP 1.9.1 Percentage of young people receiving Youth Offending interventions whose parents are receiving targeted support from Youth Offending Service.</p> <p>(Source: Staffordshire Youth Offending Service)</p>	<p>County</p>	<p>12.6% (April 06 – September 06) 62 out of 495</p>	<p>16%</p>	<p>20%</p>	<p>25%</p>	<p>Head of Service, Staffordshire Youth offending Service</p>	

LAA Block One: Children and Young People	CYP2 Improving the life chances of children and young people who are at risk							
Sub Outcomes	Indicators	Level/ Priority Group	Baselines	Targets 2007/08	Targets 2008/09	Targets 2009/10	Lead Partner	Linkages
CYP2.1 Reduction in Road Traffic Accidents involving children and young people <i>Sub Outcome Lead: Head of Road Safety and Sustainable Travel, Staffordshire County Council</i>	CYP2.1.1 Percentage of all road traffic accident casualties who are aged 16-25 years old (Source: Road Safety and Sustainable Travel, Staffordshire County Council)	County	30% (2001/2005) (1,404 road traffic accident casualties)	28.50%	28%	27.50%	Head of Road Safety and Sustainable Travel, Staffordshire County Council	SSC9.1.3
CYP2.2 Improved levels of stability of placement for looked after children <i>Sub Outcome Lead: Assistant Director, Looked After Children, Staffordshire County Council</i>	CYP2.2.1 Percentage of Children under 16 Looked After for 2.5+ years and in a stable foster placement for 2+ years or placed for adoption (Source: Partnership and Service Development Unit, Staffordshire County Council)	County / Priority Group	56% (2005/06) (122 / 218)	70%	72%	74%	Assistant Director, Looked After Children, Staffordshire County Council	
CYP2.3 Reduced levels of re-registration on the Child Protection Register <i>Sub Outcome Lead: Assistant Director, Looked After Children, Staffordshire County Council</i>	CYP2.3.1 Percentage of re-registrations on the Child Protection Register (Source: Partnership and Service Development Unit, Staffordshire County Council)	County / Priority Group	22% (2005/06) (101 / 452)	16%	14%	12%	Assistant Director, Looked After Children, Staffordshire County Council	

LAA Block One: Children and Young People	CYP3 Improving standards of enjoyment and achievement with a particular focus on vulnerable children and young people							
Sub Outcomes	Indicators	Level /Priority Group	Baselines	Targets 2007/08	Targets 2008/09	Targets 2009/10	Lead Partner	Linkages
<p>CYP3.1 An increase in the number of children achieving expected levels of attainment</p> <p><i>Sub Outcome Leads:</i></p> <p><i>Deputy Head, Foundation Stage and Primary, Deputy Head School Improvement (Secondary and Post 16), Schools Improvement Division, and Assistant Director, Looked After Children, Staffordshire County Council</i></p>	<p>CYP3.1.1 Percentage of children achieving Level 4 or above at Key Stage 2 in English</p> <p>(Source: Schools Improvement Division, Staffordshire County Council)</p>	<p>County</p>	<p>80% (2006/07)</p>	<p>84%</p>	<p>85%</p>	<p>86%</p>	<p>Deputy Head, Foundation Stage and Primary, Schools Improvement Division, Staffordshire County Council</p>	
	<p>CYP3.1.2 Percentage of children achieving Level 4 or above at Key Stage 2 in Maths</p> <p>(Source: Schools Improvement Division, Staffordshire County Council)</p>	<p>County</p>	<p>77% (2006/07)</p>	<p>82%</p>	<p>83%</p>	<p>85%</p>	<p>Deputy Head, Foundation Stage and Primary, Schools Improvement Division, Staffordshire County Council</p>	
	<p>CYP3.1.3 Percentage of children achieving Level 5+ in English at Key Stage 3</p> <p>(Source: Schools Improvement Division, Staffordshire County Council)</p>	<p>County</p>	<p>75% (2006/07)</p>	<p>78%</p>	<p>81%</p>	<p>To be agreed 08/2007</p>	<p>Deputy Head School Improvement (Secondary and Post 16), Schools Improvement Division, Staffordshire County Council</p>	

	<p>CYP3.1.4 Percentage of children achieving Level 5+ in Maths at Key Stage 3</p> <p>(Source: Schools Improvement Division, Staffordshire County Council)</p>	County	79% (2006/07)	80%	82%	To be agreed 08/2007	Deputy Head School Improvement (Secondary and Post 16), Schools Improvement Division, Staffordshire County Council	
	<p>CYP3.1.5 Percentage of children achieving Level 5+ in Science at Key Stage 3</p> <p>(Source: Schools Improvement Division, Staffordshire County Council)</p>	County	75% (2006/07)	77%	80%	To be agreed 08/2007	Deputy Head School Improvement (Secondary and Post 16), Schools Improvement Division, Staffordshire County Council	
	<p><i>CYP3.1.6 The percentage of pupils attaining 5 or more GCSE or equivalent* at Grade A* to C</i></p> <p><i>(Source: Schools Improvement Division, Staffordshire County Council)</i></p> <p><i>LPSA2</i></p>	<i>County</i>	<i>56.5% (Summer 2004)</i>	<i>62% (without LPSA) 63% (with LPSA)</i>	<i>63%</i>	<i>64%</i>	<i>Deputy Head, School Improvement (Secondary and Post 16), Schools Improvement Division, Staffordshire County Council</i>	
	<p>CYP3.1.7 Percentage of pupils attaining 5+ A*-C GCSEs, including English and Maths</p> <p>(Source: Schools Improvement Division, Staffordshire County Council)</p>	County	42.8% (2006/07)	46%	50%	54%	Deputy Head, School Improvement (Secondary and Post 16), Schools Improvement Division, Staffordshire	

	Mandatory Funding Indicator						County Council	
	<p>CYP3.1.8 <i>The percentage of Looked After Children (at 30 September of the relevant year) in year 11 who had been looked after for at least 12 months and were eligible for GCSE or equivalent examinations attaining 1 or more GCSE or equivalent at Grade A* to G</i></p> <p><i>(Source: Schools Improvement Division, Staffordshire County Council)</i></p> <p>LPSA2</p>	County/ Priority Group	54.5% (2005/06)	62% (without LPSA) 77% (with LPSA)	77%	77%	Assistant Director Looked After Children, Vulnerable Children, Staffordshire County Council	
	<p>CYP3.1.9 Percentage of all Pakistani pupils attaining 5+ A* -C or equivalent based on end of Key Stage 4</p> <p><i>(Source: Schools Improvement Division, Staffordshire County Council)</i></p>	County/ Priority Group	46% (2006/07)	34%	48%	42%	Deputy Head, Secondary and Post 16, Schools Improvement Division, Staffordshire County Council	
	<p>CYP3.1.10 Percentage of boys attaining 5+ A* -C or equivalent based on end of Key Stage 4</p> <p><i>(Source: Schools Improvement Division, Staffordshire County Council)</i></p>	County / Priority Group	49.9% (2006/07)	54%	58%	60%	Deputy Head, Secondary and Post 16, Schools Improvement Division, Staffordshire County Council	
<p>CYP3.2 Proportion of children and young people with good access to high quality leisure, cultural and sport experiences</p> <p><i>Sub Outcome Leads: Head of Outdoor Education,</i></p>	<p>CYP3.2.1 Number of pupil days involved in residential outdoor education programmes</p> <p><i>(Source: Outdoor Education, Staffordshire County Council)</i></p>	County	58,000 (2006)	60,000	62,000	64,000	Head of Outdoor Education, Staffordshire County Council	
	<p>CYP3.2.2</p>	County	73%	85%	90%	100%	Advisor for	

<p><i>Staffordshire County Council and Director Sport Across Staffordshire and Stoke on Trent</i></p>	<p>Percentage of 5-16 year olds participating in 2 hours quality PE, sport or physical activity within or beyond the curriculum.</p> <p>(Source: Staffs CC School Sport Partnership Development Managers)</p>						Physical Education, Staffordshire County Council	
	<p>CYP3.2.3 Number of under 16 year olds attendances at sport and cultural activities/facilities</p>	County	By May 2007 establish areas of priority and assessment methods	To be agreed by May 2007	To be agreed by May 2007	To be agreed by May 2007	Director Sport Across Staffordshire and Stoke on Trent	ACTION PLAN
	<p>CYP3.2.4 Number of young people aged 16 and under participating in Local Authority organised sports development and active recreation programmes</p>	County	To be established April 2007	To be agreed by April 2007	To be agreed by April 2007	To be agreed by April 2007	Director Sport Across Staffordshire and Stoke on Trent	ACTION PLAN
<p>CYP3.3 Community and Learning Partnership development</p> <p><i>Sub Outcome Lead</i></p> <p><i>Head of Life Long Learning, Staffordshire County Council</i></p>	<p>CYP3.3.1 Establish Community and Learning Partnerships across Staffordshire including:</p> <p>a) Children's Centre Development</p> <p>b) Extended Schools</p>	County	0	34 C&LPs established in the 30% most deprived IMD 2004 SOAs by March 2008. A) 34 C&LPs centre services core offer fully operational by March 2008. B) C&LPs have extended schools services core offer fully operational by March 2009	14 additional C&LPS start up arrangements by March 2009. A) 14 C&LPs plan and begin children's centre services by March 2009. B) 14 additional C&LPs plan and begin extended schools service delivery by March 2009	C &LPs fully operational across the county by March 2010. A) C&LPs have Children's Centres services fully operational across the County by March 2010. B) C&LPs have extended schools services fully operational across the County by March 2010	Head of Life Long Learning, Staffordshire County Council	

LAA Block One: Children and Young People	CYP4 Increase the opportunities for children and young people to make a positive contribution							
Sub Outcomes	Indicators	Level/ Priority Group	Baselines	Targets 2007/08	Targets 2008/09	Targets 2009/10	Lead Partner	Linkages
CYP4.1 Increased number of young people involved in consultation and participation <i>Sub Outcome Lead: Commissioner for Children, Staffordshire County Council</i>	CYP4.1.1 Number of children and young people's services who have signed up and done a self assessment for the hear by rights standard (Source: Staffordshire County Council)	County	2 (Sept 2006)	6	10	14	Commissioner for Children, Vulnerable Children	SSC5.1.1
CYP4.2 Increased number of young people involved in voluntary and community action <i>Sub Outcome Lead: Head of Youth Service, Staffordshire County Council</i>	CYP4.2.1 Number of young people receiving an accreditation for Voluntary/Giving Service	County	To be agreed by June 2007	1% increase on baseline	2% increase on baseline	3% increase on baseline	Head of Youth Service, Lifelong Learning, Staffordshire County Council	SSC5.1.3

LAA Block One: Children and Young People	CYP5 Achieve Economic Well Being							
Sub Outcomes	Indicators	Level /Priority Group	Baselines	Targets 2007/08	Targets 2008/09	Targets 2009/10	Lead Partner	Linkages
CYP5.1 Homeless children and young people <i>Sub Outcome Lead: Chief Executive, Connexions</i>	CYP5.1.1 Number of young people in serious housing need (Source: Connexions)	County / Priority Group	249 (May 2006 to October 2006)	237 (5% reduction on baseline)	230 (7.5% reduction on baseline)	224 (10% reduction on baseline)	Chief Executive, Connexions	HCOP2
CYP5.2 Improved staying on rates post 17 <i>Sub Outcome Lead: Senior 14-19 Officer, 14-19 District Partnerships</i>	CYP5.2.1 Percentage of pupils staying on in learning post 17 (Source: Connexions)	County	62.0% (2005)	64.0%	65.5%	67.0%	Senior 14-19 Officer, 14-19 District Partnerships	
CYP5.3 Reduction in NEETs (Not in Education Employment or Training) <i>Sub Outcome Lead: Chief Executive, Connexions</i>	CYP5.3.1 Percentage of young people (16 to 18 years old) NEETs (Not in Education Employment or Training) (Source: Connexions) Mandatory Funding Indicator	County	6.7% (November 04 - January 05)	5.9%	5.6%	5.4%	Chief Executive, Connexions	EDE3
CYP5.4 Increase the number of young people participating in education post 16 and achieving level 2 and level 3 <i>Sub Outcome Lead: 14-19 Officer, 14-19 District Partnerships</i>	CYP5.4.1 Percentage of those studying in Staffordshire at age 15 who have achieved Level 2 at 19 (Source: LSC)	County	68% (2004/05)	74%	76%	77%	14-19 Officer LA/LSC, 14-19 District Partnerships	EDE3
	CYP5.4.2 Percentage of those studying in	County	43% (2004/05)	48%	49%	51%	14-19 Officer LA/LSC,	EDE3

	Staffordshire at age 15 who have achieved Level 3 at 19 (Source: LSC)						14-19 District Partnerships	
CYP5.5 Improved take up rate of Higher Education in targeted groups /areas of the County <i>Sub Outcome Lead: Senior 14-19 Officer, 14-19 District Partnerships</i>	CYP5.5.1 Percentage of young people taking up Higher Education (2 years from leaving year 11) (Source: Connexions)	County	25.4%	27.4%	28.9%	30.4%	14-19 Officer LA/LSC, 14-19 District Partnerships	EDE3.1.6
CYP5.6 Improved transition for Learning Disabilities and/or Difficulties young people <i>Sub Outcome Lead: Senior 14-19 Officer, 14-19 District Partnerships</i>	CYP5.6.1 Percentage of those who had a Statement who are NEET (aged 16-19) (Source: Connexions)	County	12.7% (June 2006)	11.4%	11%	10.5%	14-19 Officer LA/LSC, 14-19 District Partnerships	

Funding

Funding Stream	Current Recipient of Funding	2007/2008		2008/2009		2009/2010	
		Mandatory Pooled (£)	Aligned (£)	Mandatory Pooled (£)	Aligned (£)	Mandatory Pooled (£)	Aligned (£)
Children's Services Grant	County Council	2,087,000					
School Travel Advisers	County Council	115,000					
Key Stage 3 Behaviour and Attendance	County Council	183,300					
Key Stage 3 Central Co-ordination	County Council	412,073					
School Development Grant	County Council	1,070,165					
Primary Strategy Central Co-ordination	County Council	383,365					
Positive Activities for Young People	County Council	200,571					
Education Health Partnership	County Council		167,846				
Teenage Pregnancy Grant	County Council		302,000				
Extended Schools (Standards Fund)	County Council		1,190,656				
Mainstream Funding	Connexions		5,954,428				
Mainstream Funding	Learning and Skills Council		106,226,000				
Child and Adolescent Mental Health Services Funding	County Council		826,000				
Young People's Substance Misuse Partnership Grant (Note 1)	DAAT		823,979				
Youth Opportunity Fund	County Council		159,000				
Play Development/Special Needs Playscheme	Tamworth Borough Council		34,340		34,420		34,420
Mainstream Funding	Stafford Borough Council		118,400		121,400		124,400
Sports Across Staffordshire	Stafford Borough Council (accountable)		460,830				

Funding Stream	Current Recipient of Funding	2007/2008		2008/2009		2009/2010	
		Mandatory Pooled (£)	Aligned (£)	Mandatory Pooled (£)	Aligned (£)	Mandatory Pooled (£)	Aligned (£)
	body)						
Total		4,451,474	116,263,479		155,820		158,820

Note 1 2006/07 figure

Children and Young People: Explanatory Notes

BVPI	Best Value Performance Indicators
CAMHS	Child and Adolescent Mental Health Services
DAAT	Drug and Alcohol Action Team
FE	Further Education
HE	Higher Education
Healthy Schools Status	Healthy School Status requires schools to evidence how they have met the standards in four National priorities: PSHE (including Sex and Relationships Education and Drug Education), Healthy Eating, Physical Activity and Emotional Health and Wellbeing.
Hear By Rights Standard	Hear by Right is a tried and tested standards framework for organisations across the statutory and voluntary sectors to assess and improve practice and policy on the active involvement of children and young people.
Looked After Children	Children whose parents can't care for them at home and are in the care of Local Authorities
LPSA	Local Public Service Agreement
LSC	Learning and Skills Council
PESCLL	PE School Sport and Club Links
SCVYS	Staffordshire Council of Voluntary Youth Service

Outcome Leads

Sub-outcome Leads have been developed for the CYP Block. These people will take an active role in the management of the planning and performance arrangements for the LAA outcomes.

CYP1.3/1-4	This is an LPSA2 indicator and will not focus on just Newcastle-under-Lyme as of 08/09 but encompass the whole of Staffordshire.
CYP1.3.5	<p>The national trend for childhood obesity is upwards.</p> <ul style="list-style-type: none"> ▪ Dramatic increase in childhood obesity in England over the last decade. ▪ Childhood obesity rose by almost 5 percentage points between 1995 and 2004. ▪ If no action is taken, an estimated one-in-five English children will be obese by 2010. <p>Annual percentage increase in West Midlands for boys and girls 2-15years is estimated to be 0.65% (DoH Forecasting Obesity to 2010). This age range has been used instead of the 2-10 years tables as Year 6 are 10-11years old. DoH recommended 0.4% increase in 06/07 and 0.3% in 07/08. We continued this trend by estimating an increase of 0.2% in 08/09 and 0.1% in 09/10. The aim is to halt by 2010 the year on year increase in obesity in children under 11. We felt it was unrealistic to aim to halt it before 2010. Indeed looking at the DoH forecasts these annual increases are less than expected and will be a challenge to achieve. In putting forward our trajectories for the LDP we made some assumptions about improving coverage from 79.35% to 90% and that the prevalence of obesity in children who were not measured is greater than that of those who were (particularly in year 6 – anecdotal evidence). We assumed a prevalence rate of 24.68% (twice the prevalence rate of those who were measured and similar to the West Midlands rate in 2003). Data for children in North Staffordshire will be available in September 2007. Thereafter the prevalence of childhood obesity will be monitored across the whole of Staffordshire.</p>
CYP1.7.1	This is an accumulation of 6 standard indicators, each graded out of 3 that consider accessibility issues to CAMHS services.
CYP 3.1.1 to	The baseline refers to the Financial Year 06/07, as the 05/06 academic year finishes in August 06, which is part of the 06/07 financial year

CYP 3.1.5	See above
CYP3.1.7	See above
CYP3.1.9	See above
CYP3.1.10	See above
CYP3.1.9	The targets fluctuate due to the small numbers being measured.
CYP4.1.1	This refers to all children's services provided by the board members of the Staffordshire Children's Trust.

<p>LAA Block Two: Safer and Stronger Communities</p>	<p>SSC1 (Mandatory Outcome) Reduce overall crime in line with local Crime and Disorder Reduction Partnership targets and narrow the gap between the worst performing wards/neighbourhoods and other areas across the district <i>Outcome Lead: Assistant Chief Constable, Staffordshire Police</i></p>							
Sub outcomes	Indicators	Level/Priority Group	Baselines	Targets 2007/08	Targets 2008/09	Targets 2009/10	Lead Partner	Linkages
<p>SSC1.1 Reduction in overall crime in CDRPs (Targets must be those as agreed between crime and drugs partnerships and GOs to support delivery of Home Office PSA1)</p>	<p>SSC 1.1.1 Reduction in overall British Crime Survey comparator recorded crime – Cannock Chase (Source: Staffordshire Police) <i>Mandatory Indicator</i></p>	<p>District</p>	<p>5274 (2003-04)</p>	<p>4483</p>	<p>Targets to be reviewed upon results of PSA</p>	<p>Targets to be reviewed upon results of PSA</p>	<p>Chair CDRP</p>	
	<p>SSC 1.1.2 Reduction in overall British Crime Survey comparator recorded crime – East Staffs (Source: Staffordshire Police) <i>Mandatory Indicator</i></p>	<p>District</p>	<p>6769 (2003-04)</p>	<p>5421</p>	<p>Targets to be reviewed upon results of PSA</p>	<p>Targets to be reviewed upon results of PSA</p>	<p>Chair CDRP</p>	
	<p>SSC 1.1.3 Reduction in overall British Crime Survey comparator recorded crime –Lichfield (Source: Staffordshire Police) <i>Mandatory Indicator</i></p>	<p>District</p>	<p>4050 (2003-04)</p>	<p>3445</p>	<p>Targets to be reviewed upon results of PSA</p>	<p>Targets to be reviewed upon results of PSA</p>	<p>Chair CDRP</p>	
	<p>SSC 1.1.4 Reduction in overall British Crime Survey comparator recorded crime –Newcastle</p>	<p>District</p>	<p>7327 (2003-04)</p>	<p>6056</p>	<p>Targets to be reviewed upon results of PSA</p>	<p>Targets to be reviewed upon results of PSA</p>	<p>Chair CDRP</p>	

	(Source: Staffordshire Police) <i>Mandatory Indicator</i>							
	SSC 1.1.5 Reduction in overall British Crime Survey comparator recorded crime – South Staffs (Source: Staffordshire Police) <i>Mandatory Indicator</i>	District	4272 (2003-04)	3632	Targets to be reviewed upon results of PSA	Targets to be reviewed upon results of PSA	Chair CDRP	
	SSC 1.1.6 Reduction in overall British Crime Survey comparator recorded crime –Stafford (Source: Staffordshire Police) <i>Mandatory Indicator</i>	District	5755 (2003-04)	4892	Targets to be reviewed upon results of PSA	Targets to be reviewed upon results of PSA	Chair CDRP	
	SSC 1.1.7 Reduction in overall British Crime Survey comparator recorded crime –Staffs Moorlands (Source: Staffordshire Police) <i>Mandatory Indicator</i>	District	4508 (2003-04)	3836	Targets to be reviewed upon results of PSA	Targets to be reviewed upon results of PSA	Chair CDRP	
	SSC 1.1.8 Reduction in overall British Crime Survey comparator recorded crime –Tamworth (Source: Staffordshire Police) <i>Mandatory Indicator</i>	District	5618 (2003-04)	4497	Targets to be reviewed upon results of PSA	Targets to be reviewed upon results of PSA	Chair CDRP	

SSC1.2 Reduce the proportion of adult and young offenders and other PPOs who re-offend <i>Mandatory Indicator</i>	SSC1.2.1 The number of young people who re-offend within 24 months (based on YJB KPI 3), as measured by YOT cohort data (Source: LPSA) LPSA2	County/ Priority Group	Staffordshire – 53% (2004/05)	48% (without LPSA) 46% (with LPSA)	46%	Targets to be agreed	Head of Staffordshire Youth Offending Service (YOS)	
	SSC 1.2.2 Number of recorded convictions amongst a specified cohort of PPOs taken from all PPOs on the Resettle and Rehabilitate Scheme compared to equivalent period (12mths) before becoming PPOs (Source: Staffordshire Probation Service)	County /Priority Group	Identified cohort as at 1 st April 2007	Reduction of 15%	Reduction of 15% (Identified cohort as at 1 st April 2008)	Reduction of 15% (Identified cohort as at 1 st April 2009)	Staffordshire Probation Service – Business Development Manager	ACTION PLAN
	SSC 1.2.3 Percentage of offenders complying with the Community Order (Source: Staffordshire Probation Service)	County /Priority Group	84%	85%	86%	87%	Staffordshire Probation Service – Business Development Manager	
	SSC 1.2.4 Percentage of offenders successfully completing the Community Order (Source: Staffordshire Probation Service)	County /Priority Group	70%	71%	72%	73%	Staffordshire Probation Service – Business Development Manager	
SSC1.3 Improving the life chances of those at risk of offending	SSC 1.3.1 The number of first time entrants (as defined by the YJB Counting Rules November 2004) to the Youth Justice System as outlined by YJB KPI 1, and measured by YOT cohort data	County/ Priority Group	Staffordshire – 1310 2004-05 (LPSA2 baseline)	1245 (without LPSA) 1179 (with LPSA)	1179	Targets to be agreed	Head of Staffordshire Youth Offending Service (YOS)	

	<i>(Source: LPSA)</i> <i>LPSA 2</i>							
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<p>LAA Block Two:</p> <p>Safer and Stronger Communities</p>	<p>SSC2 (Mandatory Outcome)</p> <p>Reassure the public, reducing the fear of crime</p> <p><i>Outcome Lead: Head of Public Safety, Staffordshire County Council</i></p>							
<p>Sub outcomes</p>	<p>Indicators</p>	<p>Level/Priority Group</p>	<p>Baselines</p>	<p>Targets 2007/08</p>	<p>Targets 2008/09</p>	<p>Targets 2009/10</p>	<p>Lead Partner</p>	<p>Linkages</p>
<p>SSC2.1 Reassure the public, reducing the fear of crime <i>Mandatory Indicator</i></p>	<p>SSC 2.1.1 Percentage of residents who say that they feel 'very' or 'fairly' safe when outside in Staffordshire during the day (Source: Staffordshire Residents Survey and BVPI survey)</p>	<p>County</p>	<p>86% (2005)</p>	<p>88%</p>	<p>88%</p>	<p>90%</p>	<p>Deputy Director of Public Safety Staffordshire County Council</p>	
	<p>SSC 2.1.2 Percentage of residents who say that they feel 'very' or 'fairly' safe when outside in Staffordshire after dark (Source: Staffordshire Residents Survey and BVPI survey)</p>	<p>County</p>	<p>58% (2005)</p>	<p>59%</p>	<p>59%</p>	<p>60%</p>	<p>Deputy Director of Public Safety Staffordshire County Council</p>	

<p>LAA Block Two: Safer and Stronger Communities</p>	<p>SSC3 (Mandatory Outcome)</p> <p style="text-align: center;">Reduce the harm caused by illegal drugs</p> <p><i>Outcome Lead: Deputy Director of Public Services, Staffordshire County Council</i></p>							
<p>Sub outcomes</p>	<p>Indicators</p>	<p>Level/Priority Group</p>	<p>Baselines</p>	<p>Targets 2007/08</p>	<p>Targets 2008/09</p>	<p>Targets 2009/10</p>	<p>Lead Partner</p>	<p>Linkages</p>
<p>SSC3.1 Reduce public perception of local drug dealing and drug use as a problem <i>Mandatory Indicator</i></p>	<p>SSC 3.1.1 Percentage of residents who believe that people using or dealing is a 'very big' or 'fairly big' problem in their local area <i>(Source: Staffordshire Residents Survey and BVPI survey)</i></p>	<p style="text-align: center;">County</p>	<p style="text-align: center;">26% <i>(2005)</i> (Baseline to be confirmed from BVPI Survey)</p>	<p style="text-align: center;">Targets to be agreed April 2007</p>	<p style="text-align: center;">Targets to be agreed April 2007</p>	<p style="text-align: center;">Targets to be agreed April 2007</p>	<p style="text-align: center;">Manager Staffordshire Drug and Alcohol Action Team (DAAT)</p>	<p style="text-align: center;">CYP 1.5.1 HCOP 1.3.1 HCOP1.3.2 ACTION PLAN</p>

<p>LAA Block Two: Safer and Stronger Communities</p>	<p>SSC4 (Mandatory Outcome) Build RESPECT in communities and reduce anti social behaviour <i>Outcome Lead: Head of Youth Offending Service, Staffordshire</i></p>							
<p>Sub outcomes</p>	<p>Indicators</p>	<p>Level/Priority Group</p>	<p>Baselines</p>	<p>Targets 2007/08</p>	<p>Targets 2008/09</p>	<p>Targets 2009/10</p>	<p>Lead Partner</p>	<p>Linkages</p>
<p>SSC4.1 Improve public perceptions of anti-social behaviour</p>	<p>SSC 4.1.1 The degree to which people who feel informed about efforts by the local authority to tackle anti social behaviour. (fairly well or very well informed) (Source: BVPI survey) <i>Mandatory Indicator</i></p>	<p>County</p>	<p>19%</p>	<p>20%</p>	<p>21%</p>	<p>22%</p>	<p>Deputy Director of Public Services Staffordshire County Council</p>	<p>ACTION PLAN</p>
	<p>SSC 4.1.2 The degree to which people who feel that in their local area parents take responsibility for the behaviour of their children. (fairly big or very big problem) (Source: BVPI survey) <i>Mandatory Indicator</i></p>	<p>County</p>	<p>60%</p>	<p>59%</p>	<p>58%</p>	<p>57%</p>	<p>Head of Staffordshire Youth Offending Service (YOS)</p>	<p>ACTION PLAN</p>
	<p>SSC 4.1.3 The degree to which people feel that people in their area treat one another with respect and consideration (fairly big or very big problem)</p>	<p>County</p>	<p>46%</p>	<p>45%</p>	<p>44%</p>	<p>43%</p>	<p>Deputy Director of Public Services Staffordshire County Council</p>	<p>ACTION PLAN</p>

	(Source: BVPI survey) Mandatory Indicator							
	SSC 4.1.4 <i>Public perceptions of high levels of ASB</i> (Source: BVPI survey) Mandatory Indicator / LPSA2	County	2005-06 Staffordshire = 20%	6.1% improvement on 2005-06 baseline (with LPSA2)	Targets to be agreed in 2007-08	Targets to be agreed in 2007-08	Head of Staffordshire Youth Offending Service (YOS)	
	SSC 4.1.5 The number of incidents of anti social behaviour recorded by Staffordshire Police (Source: BVPI survey)	County	Accurate baseline to be agreed by April 2007	Targets to be agreed April/May 2007	Targets to be agreed April/May 2007	Targets to be agreed April/May 2007	Deputy Director of Public Safety Staffordshire County Council	ACTION PLAN
	SSC 4.1.6 <i>The number of deliberate primary fires in Staffordshire, as measured by BVPI 206 i and ii</i> (Source: BVPI survey) LPSA2	County	1017 (2003-04)	712	Targets to be agreed in 2007-08	Targets to be agreed in 2007-08	Arson Reduction Manager Staffordshire Fire and Rescue Service	
	SSC4.1.7 <i>The number of deliberate secondary fires (excluding grass fires) in Staffordshire as measured by BVPI 206 iii and iv (excluding grass fires)</i> (Source: BVPI survey) LPSA2	County	1844 (2003-04)	1291	Targets to be agreed in 2007-08	Targets to be agreed in 2007-08	Arson Reduction Manager Staffordshire Fire and Rescue Service	

<p>LAA Block Two:</p> <p>Safer and Stronger Communities</p>	<p>SSC5 (Mandatory Outcome)</p> <p>Empower local people to have a greater voice and influence over local decision making and a greater role in public service delivery</p> <p><i>Outcome Lead: SCIO Lead Officer for volunteering infrastructure development</i></p>							
<p>Sub outcomes</p>	<p>Indicators</p>	<p>Level/Priority Group</p>	<p>Baselines</p>	<p>Targets 2007/08</p>	<p>Targets 2008/09</p>	<p>Targets 2009/10</p>	<p>Lead Partner</p>	<p>Linkages</p>
<p>SSC5.1</p> <p>Increase the proportion of residents making a positive contribution to the area in which they live</p>	<p>SSC 5.1.1 Percentage of residents who definitely or tend to agree that they can influence decisions affecting their local area (Source: BVPI Survey) <i>Mandatory Indicator</i></p>	<p>County</p>	<p>Baseline to be agreed April 2007</p>	<p>Targets to be agreed April 2007</p>	<p>Targets to be agreed April 2007</p>	<p>Targets to be agreed April 2007</p>	<p>Chair CDRPs</p>	<p>ACTION PLAN CYP4.1.1</p>
	<p>SSC 5.1.2 Percentage of residents who definitely or tend to agree that their local area is a place where people from different backgrounds get on well together (Source: BVPI Survey) <i>Mandatory Indicator</i></p>	<p>County</p>	<p>Baseline to be agreed April 2007</p>	<p>Targets to be agreed April 2007</p>	<p>Targets to be agreed April 2007</p>	<p>Targets to be agreed April 2007</p>	<p>Chair CDRPs</p>	<p>ACTION PLAN CYP4.1.1</p>
	<p>SSC 5.1.3 Percentage of people recorded as or reporting that they have engaged in formal volunteering on an average of at least two hours per week over the past year (Source: BVPI Survey) <i>Mandatory Indicator</i></p>	<p>County</p>	<p>Baseline to be agreed by June 2007</p>	<p>Targets to be agreed June 2007</p>	<p>Targets to be agreed June 2007</p>	<p>Targets to be agreed June 2007</p>	<p>SCIO Lead Officer for Volunteering Infrastructure Development</p>	<p>HCOP3.4.1 HCOP3.4.2 CYP4.2.1 ACTION PLAN</p>

<p>SSC5.2 Increase in support to identified local priorities by offenders</p>	<p>SSC 5.2.1 Proportion of all unpaid work activity carried out by offenders linked to community safety priorities (Source: Staffordshire Probation Service)</p>	<p>County</p>	<p>8%</p>	<p>25%</p>	<p>35%</p>	<p>50%</p>	<p>Business Development Manager, Staffordshire Probation Service</p>	
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<p>LAA Block Two:</p> <p>Safer and Stronger Communities</p>	<p>SSC7</p> <p>Improved quality of life for people in the most disadvantaged neighbourhoods; service providers more responsive to neighbourhood needs and improved service delivery.</p> <p><i>Outcome Lead: NMP Managers Knutton Cross Heath and Heart of Burton</i></p>							
<p>Sub outcomes</p>	<p>Indicators</p>	<p>Level/Priority Group</p>	<p>Baselines</p>	<p>Targets 2007/08</p>	<p>Targets 2008/09</p>	<p>Targets 2009/10</p>	<p>Lead Partner</p>	<p>Linkages</p>
<p>SSC7.1 Improve the quality of life in priority areas</p>	<p>SSC 7.1.1 Percentage of residents stating that they are very or fairly satisfied with their area as a place to live (Knutton Cross Heath)</p> <p>(Source: NOP national survey 2006)</p> <p><i>Mandatory Funding Indicator</i></p>	<p>Neighbourhood</p>	<p>81% (2006)</p>	<p>82%</p>	<p>83%</p>	<p>84%</p>	<p>Knutton and Cross Heath NMP manager</p>	
	<p>SSC 7.1.2 Percentage of residents stating that they are very or fairly satisfied with their area as a place to live (Heart of Burton)</p> <p>(Source: NOP national survey 2006)</p> <p><i>Mandatory Funding Indicator</i></p>	<p>Neighbourhood</p>	<p>79% (2006)</p>	<p>80%</p>	<p>82%</p>	<p>82%</p>	<p>Heart of Burton NMP manager</p>	
<p>SSC7.2 Reduce the harm caused by accidental fires in the home</p>	<p>SSC 7.2 .1 The number of deaths and injuries from accidental fires in the home</p> <p>(Source: Staffordshire Fire and Rescue)</p> <p><i>Mandatory Funding Indicator</i></p>	<p>County</p>	<p>28 (2005/06)</p>	<p>26</p>	<p>24</p>	<p>22</p>	<p>Head of Risk Reduction Staffordshire Fire and Rescue Service</p>	

<p>LAA Block Two: Safer and Stronger Communities</p>	<p>SSC8 Increase support and improved safety of survivors of domestic violence and their families <i>Outcome Lead: Lead Domestic Violence Coordinator</i></p>							
<p>Sub outcomes</p>	<p>Indicators</p>	<p>Level/Priority Group</p>	<p>Baselines</p>	<p>Targets 2007/08</p>	<p>Targets 2008/09</p>	<p>Targets 2009/10</p>	<p>Lead Partner</p>	<p>Linkages</p>
<p>SSC8.1 Increasing the reporting of and reducing the harm caused by domestic violence</p>	<p><i>SSC 8.1.1 The number of domestic violence incidents reported to the police</i> <i>(Source: Staffordshire Police)</i> LPSA2</p>	<p>County</p>	<p>4199 (2004-05)</p>	<p>4367 (without LPSA) 4630 (with LPSA2)</p>	<p>4542</p>	<p>4673</p>	<p>Lead Domestic Violence Coordinator</p>	
	<p><i>SSC 8.1.2 The proportion of recorded domestic violence that are repeat incidents in the previous twelve months</i> <i>(Source: Staffordshire Police)</i> LPSA2</p>	<p>County</p>	<p>29% (2004-05)</p>	<p>25% (without LPSA) 22% (with LPSA2)</p>	<p>21%</p>	<p>17%</p>	<p>Lead Domestic Violence Coordinator</p>	
	<p>SSC 8.1.3 The percentage of domestic violence offences resulting in serious assault (GBH, rape and sexual assault) (Source: Staffordshire Police)</p>	<p>County</p>	<p>87.5% (2004-05)</p>	<p>84%</p>	<p>82%</p>	<p>80%</p>	<p>Lead Domestic Violence Coordinator</p>	

<p>LAA Block Two:</p> <p>Safer and Stronger Communities</p>	<p>SSC9</p> <p>Make the roads safer for all road users</p> <p><i>Outcome Lead: Head of Road Safety, Staffordshire County Council</i></p>								
<p>Sub outcomes</p>	<p>Indicators</p>	<p>Level/Priority Group</p>	<p>Baselines</p>	<p>Targets 2007</p>	<p>Targets 2008</p>	<p>Targets 2009</p>	<p>Targets 2010</p>	<p>Lead Partner</p>	<p>Linkages</p>
<p>SSC9.1</p> <p>Reduction in the number of casualties on the road in Staffordshire</p>	<p><i>SSC 9.1.1</i> <i>The number of people killed or seriously injured (KSI) on the roads in Staffordshire, as measured by STATS 19</i></p> <p><i>(Source: Development Services, Staffordshire County Council)</i></p> <p><i>LPSA2</i></p>	<p><i>County</i></p>	<p><i>329 KSIs (2005)</i></p>	<p><i>337 (without LPSA)</i></p> <p><i>300 (with LPSA)</i></p>	<p><i>296</i></p>	<p><i>292</i></p>	<p><i>288</i></p>	<p><i>Director of Development Services Staffordshire County Council</i></p>	
	<p><i>SSC 9.1.2</i> The number of people slightly injured on the roads in Staffordshire, as measured by STATS 19.</p> <p><i>(Source: Development Services, Staffordshire County Council)</i></p>	<p>County</p>	<p>4274 (2005)</p>	<p>4238</p>	<p>4225</p>	<p>4213</p>	<p>4200</p>	<p>Director of Development Services – Staffordshire County Council</p>	
	<p><i>SSC 9.1.3</i> The number of children killed or seriously injured on the roads in Staffordshire, as measured by STATS 19. (Expressed as a 3 year rolling average)</p> <p><i>(Source: Development Services, Staffordshire County Council)</i></p>	<p>County</p>	<p>36 (2003-05)</p>	<p>32 (2005-07 average)</p>	<p>31 (2006-08 average)</p>	<p>31 (2007-09 average)</p>	<p>30 (2008-10 average)</p>	<p>Director of Development Services – Staffordshire County Council</p>	<p>CYP2.1.1</p>

Funding

Funding Stream	Current Recipient of Funding	2007/2008		2008/2009		2009/2010	
		Mandatory Pooled (£)	Aligned (£)	Mandatory Pooled (£)	Aligned (£)	Mandatory Pooled (£)	Aligned (£)
Building Safer Communities (Capital)	CDRPs	285,664					
Building Safer Communities (Revenue)	CDRPs	772,348					
Drug Strategy Partnership Grant	DAAT	100,224					
Anti Social Behaviour Grant	CDRPs	200,000					
Neighbourhood Management Pathfinder (including Neighbourhood Element)	Neighbourhood Management Partnerships	869,000					
Waste Performance and Efficiency Grant Revenue (Note 1)	County and District/Borough Councils	846, 203					
Waste Performance and Efficiency Grant Capital (Note 1)	County and District/Borough Councils	846, 203					
Aggregates Levy Sustainability Fund		196,000					
Rural and Social Community Fund Programme			137,280				
Prevention Funding	Youth Justice Board		365,000				
Drug Intervention Programme (Note 2)	DAAT		728,316				
Mainstream Funding	Police		112,000,000				
Mainstream Funding	Fire and Rescue Service		31,046,000				
Home Fire Risk Check Initiative	Fire and Rescue Service		66,000				
Community Safety, Street	Tamworth		686,810		709,790		735,880

Funding Stream	Current Recipient of Funding	2007/2008		2008/2009		2009/2010	
		Mandatory Pooled (£)	Aligned (£)	Mandatory Pooled (£)	Aligned (£)	Mandatory Pooled (£)	Aligned (£)
Wardens and CCTV	Borough Council						
Crime Initiative - Street Wardens	Cannock Chase District Council		211,180		221,250		233,420
Litter Control and Street Cleansing	Cannock Chase District Council		638,230		648,240		663,160
Mainstream Funding	Stafford Borough Council		355,760		364,600		373,800
Parenting – if successful in securing funding from CSPs and Children's Fund	Youth Offending Service						
Total		4,115,642	146,234,576		1,943,880		2,006,260

Note 1 Relates to outcomes in the Sustainable Development block

Note 2 2006/07 figure

Safer and Stronger Communities: Explanatory Notes

ASB	Anti Social Behaviour
BVPI	Best Value Performance Indicators
CDRP	Crime and Disorder Reduction Partnerships
DAAT	Drug and Alcohol Action Team
KPI	Key Performance Indicator
KSI	Killed or Seriously Injured
LPSA	Local Public Service Agreement
PPO	Prolific and Priority Offender
PSA	Public Service Agreements
STATS 19	Road Accident Statistics
YJB	Youth Justice Board
YOT	Youth Offending Team

<p>LAA Block Three: Healthier Communities and Older People</p>	<p>HCOP1 (Mandatory Outcome) Helping people live a longer, healthier, active life. <i>Outcome Lead: Director of Public Health, South Staffordshire PCT</i></p>							
<p>Sub Outcomes</p>	<p>Indicators</p>	<p>Level/Priority Group</p>	<p>Baselines</p>	<p>Targets 2007/08</p>	<p>Targets 2008/09</p>	<p>Targets 2009/10</p>	<p>Lead Partner</p>	<p>Linkages</p>
<p>HCOP1.1 Reduce health inequalities</p>	<p>HCOP1.1.1 Reduction in infant mortality rates (Source: NHCOD)</p>	<p>County</p>	<p>5.8 per 1,000 live births aged <1 year 2003-05 pooled)</p>	<p>5.4 (2006-08)</p>	<p>5.3 (2007-09)</p>	<p>5.2 (2008-10)</p>	<p>Director of Public Health North and South Staffordshire PCTs</p>	<p>CYP 1</p>
	<p>HCOP1.1.2 Reduce health inequalities between the Spearhead area of Tamworth and the England population by narrowing the gap in all-age all-cause mortality (per 1,000 population) (Source: NHCOD) <i>Mandatory Indicator</i></p>	<p>Neighbourhood</p>	<p>Males 8.29, Females 5.86 (2002-04 pooled)</p>	<p>Males 7.97, Females 5.65 (2006-08)</p>	<p>Males 7.78, Females 5.62 (2007-09)</p>	<p>Males 7.59, Females 5.58 (2008-10)</p>	<p>Director of Public Health South Staffordshire PCT</p>	
	<p>HCOP1.1.3 Reduction in health inequalities between population of most deprived wards/SO areas and least deprived areas by narrowing the gap in all-age, all-cause mortality (aged standardised rate per 1,000) (Source: HIS data) <i>Mandatory Indicator</i></p>	<p>Neighbourhood</p>	<p>Most deprived quintile 7.7 per 1,000 Least deprived quintile 4.9 per 1,000, difference = 2.8 (2002-04 pooled)</p>	<p>2.6 (2006-08)</p>	<p>2.5 (2007-09)</p>	<p>2.4 (2008-10)</p>	<p>Director of Public Health North and South Staffordshire PCTs</p>	
	<p><i>HCOP1.1.4</i></p>	<p><i>County</i></p>	<p><i>33,118</i></p>	<p><i>29,886</i></p>	<p><i>Not continued</i></p>	<p><i>Not continued</i></p>	<p><i>Director of</i></p>	

	<p><i>Number of emergency unscheduled acute hospital bed days linked to Heart Failure diagnosis (ICD10 I50 in any diagnosis field) occupied by a Staffordshire responsible person of any age in an NHS hospital.</i></p> <p><i>(Source: HIS data)</i></p> <p><i>LPSA2</i></p>		<i>(2002-04 pooled)</i>				<i>Public Health South Staffordshire PCT</i>	
	<p><i>HCOP1.1.5</i> <i>Number of emergency unscheduled acute hospital bed days, (excluding Heart Failure diagnosis (ICD10 I50 in any diagnosis field), occupied by a Staffordshire responsible person of any age in an NHS hospital.</i></p> <p><i>(Source: HIS data)</i></p> <p><i>LPSA2</i></p>	<i>County</i>	<i>423,459 (2002-04 pooled)</i>	<i>398,312</i>	<i>Not continued</i>	<i>Not continued</i>	<i>Director of Public Health South Staffordshire PCT</i>	
<p>HCOP1.2 Reduce the number of people who smoke in Staffordshire</p>	<p><i>HCOP1.2.1</i> <i>Uptake of smoking cessation services – 4 week quitters</i></p> <p><i>(Source: HIS data)</i></p>	<i>County</i>	<i>5,203 (2004/05)</i>	<i>5,521</i>	<i>5,632</i>	<i>5,745</i>	<i>Director of Provider Services Staffordshire PCTs</i>	
	<p><i>HCOP1.2.2</i> <i>The numbers of people reporting to GP, pharmacy and specialised services as recorded by the smoking cessation forum who had set a quit date and who are still not smoking 52 weeks later, counted according to DH protocol.</i></p> <p><i>(Source: HIS data)</i></p> <p><i>LPSA2</i></p>	<i>County</i>	<i>1,196 (2005/06)</i>	<i>2425 (without LPSA)</i> <i>3031 (with LPSA)</i>	<i>To be reviewed in March 2007</i>	<i>To be reviewed in March 2007</i>	<i>Director of Provider Services Staffordshire PCTs</i>	
<p>HCOP1.3</p>	<p><i>HCOP1.3.1</i> <i>Number of individuals retained within</i></p>	<i>County</i>	<i>1360 (2005/06)</i>	<i>2331</i>	<i>2450</i>	<i>2570</i>	<i>Head of Service DAAT</i>	<i>CYP1.5 SSC3</i>

Promote sensible drinking habits and reduce the negative consequences of alcohol excess	Tier 3 Alcohol/Substance Misuse Treatment Programmes for 12 weeks (Source; Staffordshire DAAT)							
	HCOP1.3.2 Percentage of individuals retained within Tier 3 Alcohol/Substance Misuse Treatment Programmes for 12 weeks (Source: Staffordshire DAAT)	County	61% (2005/06)	85%	85%	85%	Head of Service DAAT	CYP1.5 SSC3
HCOP1.4 Increase physical activity, healthy eating and a positive self/body image	HCOP1.4.1 Number of overweight and obese adults	County	Baseline to be agreed by June 2007	Targets to be agreed June 2007	Targets to be agreed June 2007	Targets to be agreed June 2007	Director of Public Health South Staffordshire PCT	CYP 1.3 ACTION PLAN
	HCOP1.4.2 Percentage of adults participating in at least 30 minutes moderate intensity sport and active recreation (including recreational walking) on 3 or more days a week (Source: Sport England)	County	21.63%	1% increase on 2006/07	1% increase on 2007/08	1% increase on 2008/09	Director, Sport Across Staffordshire Partnership	
HCOP1.5 Raising the quality of life through housing and income	HCOP1.5.1 Take up of Home Energy Efficiency Grants	County	Baseline to be agreed by June 2007	Targets to be agreed June 2007	Targets to be agreed June 2007	Targets to be agreed June 2007	Manager, Home Improvement Agency Home Improvement Agency Alliance	ACTION PLAN

LAA Block Three: Healthier Communities and Older People	HCOP2 Better Mental Health <i>Outcome Lead: Director of Adult Mental Health Services, Staffordshire County Council</i>							
Sub Outcomes	Indicators	Level/Priority Group	Baselines	Targets 2007/08	Targets 2008/09	Targets 2009/10	Lead Partner	Linkages
HCOP2.1 Development and introduction of a 'Stepped Care Model' for Primary Care	HCOP 2.1.1 Number of referrals with MH diagnosis to secondary care (Source: HIS data)	County	30,481 (2005/06)	29,274	28,688	28,115	Lead Officer, Staffordshire Adult Mental Health Partnership	CYP1.7.1
	HCOP 2.1.2 Number of people (all ages) with MH diagnosis supported by Primary Care services in the community (Source: QOF Data)	County	4,232 (2005/06)	4,403	4,491	4,581	Mental Health Leads Staffordshire PCTs	CYP1.7.1
HCOP2.2 Increase positive Mental Health at work policies	HCOP2.2.1 Number of employers with Positive Mental Health policies and an Action Plan (Source: MH LIT)	County	0 MH-LIT Employer Surveys	SCC 2 x PCTs 2 x Provider Trusts	8 x District Councils 3 x Acute Trusts	4 x User and Carer Groups All Commissioned Providers	Lead Officer, Staffordshire Adult Mental Health Partnership	HCOP 5
HCOP2.3 Reduce suicide and undetermined injury related deaths	HCOP2.3.1 Rate of suicides and undetermined injury related deaths (age standardised rates per 100,000 population) (Source: NCHOD annual average)	County	8.14 (2002-04 pooled)	7.51 (2006-08)	7.36 (2007-09)	7.21 (2008-10)	Lead Officer, Staffordshire Adult Mental Health Partnership	CYP1.7.1

HCOP 2.4 Promote social inclusion of people with Mental Health	HCOP2.4.1 Number of people with Mental Health diagnosis in receipt of Direct Payments (Source: PAF C51)	County /Priority Group	30 (2005/06)	34	43	56	Head of Service Social Care and Health, Staffordshire County Council	
	HCOP2.4.2 Reduction in incidence of homelessness for people with MH conditions (Source: ONS)	District /Priority Group	1649	1401	1261	1135	Lead Officer, Staffordshire Adult Mental Health Partnership	CYP5.1.1
	HCOP2.4.3 Number of prisoners accessing Primary Care Services in prison (Source: Sainsbury Centre for MH)	County /Priority Group	Baseline to be agreed by April 2007	Targets to be agreed by April 2007	Targets to be agreed by April 2007	Targets to be agreed by April 2007	Targets to be agreed by April 2007	Lead Officer MH In Reach Local Prison Commissioning Group

LAA Block Three: Healthier Communities and Older People	HCOP3 Healthier, Independent and Included Older People <i>Outcome Lead: Head of Older People's Services, Staffordshire County Council</i>							
Sub Outcomes	Indicators	Level/Priority Group	Baselines	Targets 2007/08	Targets 2008/09	Targets 2009/10	Lead Partner	Linkages
HCOP3.1 Reduction in dependency on residential and nursing care	HCOP3.1.1 Older people aged 65 or over admitted on a permanent basis in the year to residential or nursing care. (Source: PAF C72)	County /Priority Group	81.9 (2005/06)	75	70	65	Head of Older People Service Staffordshire County Council	
	HCOP3.1.2 Intensive homecare as a percentage of intensive home and residential care (Source: PAF B11)	County /Priority Group	21% (2005/06)	23%	25%	28%	Head of Older People Service Staffordshire County Council	
HCOP3.2 Reduction in hospital admissions and delayed transfers of care.	HCOP3.2.1 Number of people aged 75 and over admitted to hospital as unplanned or emergency admissions due to fracture of neck, femur, petrochanteric fracture or subtrochanteric fracture (Source: HIS data)	County	5.84 (2004/05)	5.50	5.39	5.28	Director Public Health – North and South Staffordshire PCTs	
	HCOP3.2.2 Number of delayed transfers of care aged 65+ (Source: PAF D41)	County	50 per week (2005/06)	48	45	40	Director Health and Social Care Section 31 Agreement	
	HCOP3.2.3	County	2,333	2450	2695	3099	Head of Older	

	Number of service users who have received a Reablement Care Service (Reablement Activity Data)						People Service Staffordshire County Council	
HCOP3.3 Increased independence of older people	HCOP3.3.1 Numbers of Extra Care housing tenancies (Source: DIS)	County	301 (2005/06)	400	500	600	Head of Older People Service Staffordshire County Council	
	HCOP 3.3.2 Number of older people aged 65+ receiving Direct Payments (Source: PAF C51)	County /Priority Group	83 (2005/06)	120	180	250	Head of Older People Service Staffordshire County Council	
HCOP3.4 Older people make a positive contribution to their community	HCOP3.4.1 Percentage of employed people aged 50+ (Source: ONS & Annual Population Survey NOMIS/ONS)	County /Priority Group	40.2% (Mid Year Estimates 2005)	Targets to be agreed by June 2007 as part of Mature Workforce Initiative	Targets to be agreed June 2007	Targets to be agreed June 2007	Employee Resourcing Manager Staffordshire County Council	ACTION PLAN
	HCOP3.4.2 Percentage of older people aged 55+ volunteering (Source: SCIO)	County /Priority Group	Baseline to be agreed by June 2007	Targets to be agreed June 2007	Targets to be agreed June 2007	Targets to be agreed June 2007	Chief Officer SCIO	SSC5.1.3 ACTION PLAN

LAA Block Three: Healthier Communities and Older People	HCOP4 Healthier, Independent and Included Disabled People <i>Outcome Lead: Head of Disability Service, Staffordshire County Council</i>							
Sub Outcomes	Indicators	Level/Priority Group	Baselines	Targets 2007/08	Targets 2008/09	Targets 2009/10	Lead Partner	Linkages
HCOP4.1 People with learning disabilities have access to mainstream healthcare services.	HCOP4.1.1 Number of learning disabled adults receiving regular health and diagnostic checks for example cytology, breast screening (Source: Healthcare Facilitators QOF Data)	County /Priority Group	450 (Estimate 2006)	700	1200	1848	Primary Healthcare Facilitator North and South Staffordshire PCT	
HCOP4.2 Disabled people having increased opportunities to live independently in their communities	HCOP4.2.1 Number of adults aged 18-64 with physical disabilities helped to live at home per 1000 population (Source: PAF C29)	County /Priority Group	4.3 (2005/06)	5	5.28	5.54	Head of Disability Service Social Care and Health	
	HCOP4.2.2 Number of adults aged 18-64 with learning disabilities helped to live at home per 1000 population (Source: PAF C30)	County /Priority Group	2.56	3.03	3.78	3.96	Head of Learning Disability Service Social Care and Health	
	HCOP4.2.3 Number of adults aged 18-64 with physical disabilities in receipt of Direct Payments (Source: PAF C51)	County /Priority Group	156 (2005/06)	273	323	373	Head of Disability Service Social Care and Health	

	<p>HCOP4.2.4 Number of adults aged 18-64 with learning disabilities in receipt of Direct Payments (Source: PAF C51)</p>	<p>County /Priority Group</p>	<p>45 (2005/06)</p>	<p>97</p>	<p>114</p>	<p>132</p>	<p>Head of Learning Disabilities Social Care and Health</p>	
<p>HCOP4.3 Promote social inclusion of disabled people</p>	<p>HCOP4.3.1 Number of adults aged 18-64 with learning disabilities in paid employment (Source: Staffordshire County Council DIS)</p>	<p>County /Priority Group</p>	<p>20 (2006)</p>	<p>100</p>	<p>200</p>	<p>300</p>	<p>Chair County Learning/Physical Disability Partnership</p>	<p>EDE5.1.6</p>
	<p>HCOP4.3.2 Number of people with physical disabilities in paid employment</p>	<p>County /Priority Group</p>	<p>Baseline to be agreed by June 2007</p>	<p>Targets to be agreed June 2007</p>	<p>Targets to be agreed June 2007</p>	<p>Targets to be agreed June 2007</p>	<p>Chair County Learning/Physical Disability Partnership</p>	<p>ACTION PLAN EDE5.1.6</p>

LAA Block Three: Healthier Communities and Older People	HCOP5 Enabling Carers Outcome Lead: Chair, Carers Partnership Board							
Sub Outcomes	Indicators	Level/Priority Group	Baselines	Targets 2007/08	Targets 2008/09	Targets 2009/10	Lead Partner	Linkages
HCOP 5.1 Enabling Carers	HCOP5.1.1 Number of carers receiving one-off payments (either grants from Short Breaks Fund or Direct Payments for Carers) (Source: Carers Grant Payments)	County / Priority Group	450	800	900	975	Carer Lead Staffordshire County Council	
	HCOP5.1.2 Percentage of patients identified as carers and offered carers health checks and key information through the development of the use of Carer Registers and Protocols in GP practices (Source: QOF)	County / Priority Group	All GP practices now meet QOF Indicator but data on numbers of carers is still being gathered.	0.75% (6,000 for Staffordshire)	1.48% (12,000 for Staffordshire)	2.23% (18,000 for Staffordshire)	Carer Leads PCTs	
	HCOP 5.1.3 Increase in key organisations examining and providing HR policies with a "carer" friendly focus (Source: Foundation Trust Employee Surveys)	County	SCC & SS NHS Foundation Trust	North & South Staffs PCTs & Combined Health Care NHS Trust	8 x District Councils 3 x NHS Acute Trusts	All Commissioned Providers	Chair Carers' Partnership	HCOP2

Funding

Funding Stream	Current Recipient of Funding	2007/2008		2008/2009		2009/2010	
		Mandatory Pooled (£)	Aligned (£)	Mandatory Pooled (£)	Aligned (£)	Mandatory Pooled (£)	Aligned (£)
Supporting People (Note1)	County Council		11,971,701				
Pooled Treatment Budget Rev (Note 2)	DAAT		0				
Pooled Treatment Budget Capital (Note 2)	DAAT		0				
Delayed Discharges	County Council		1,471,000				
Carers	County Council		323,600				
Assistive Technology Grant	County Council		739,000				
Learning Disability Fund (Note 3)	County Council		618,000				
NHS Funding (Note 4)	PCTs		0				
Disabled Facilities Grant	Tamworth Borough Council		250,000		250,000		250,000
Disabled Facilities Grant	South Staffordshire District Council		270,000		150,000		150,000
Children's Fund – Healthy Lifestyle	Tamworth Borough Council		12,500				
Contribution to Active Sports	Tamworth Borough Council		10,000		10,000		10,000
Grant to Tamworth Sports Council	Tamworth Borough Council		5,000		5,000		5,000
Mainstream Funding	Stafford Borough Council		151,570		155,300		159,200
Total			15,822,371		570,300		574,200

Note 1 Subject to confirmation by Commissioning Body

Note 2 The DAAT has still to develop a business plan for the pooled budget and have advised that it is not possible to align the Pooled Budget at the moment.

Note 3 Subject to endorsement by the Partnership Board on the 10 January

Note 4 In the context of an emerging Joint Commissioning Unit it is assumed that any expansion in this discretionary pooling would not take place in 2007/08 with such agreements only realistically being reached in time for 2008/09.

Healthier Communities and Older People: Explanatory Notes

BVPI	Best Value Performance Indicators
DAAT	Drug and Alcohol Action Team
DIS	Delivery and Improvement Statement
HIS	Health Informatics Services
ICD	International Classification of Diseases
KPI	Key Performance Indicator
LPSA	Local Public Service Agreement
MH LIT	Mental Health Local Improvement Team
NCHOD	National Centre for Health Outcomes Development
PAF	Performance Assessment Framework
PCT	Primary Care Trust
QOF	Quality and Outcomes Framework
Reablement Care Services	Reablement services provide assistance to enable people to become as physically independent as possible after serious illness or injury
SO Area	Super Output Area
Stepped Care Model	

HCOP 1.1.3	The most deprived wards/SOAs refer to:
	Cannock Chase: Brereton and Raven Hill, Cannock East, Cannock North, Cannock South, Etching Hill and the Heath, Hagley, Heath Hayes and Wimblebury, Hednesford North, Norton Canes and Western Springs
	East Staffordshire: Anglesey, Burton, Eton Park, Horninglow, Shobnall, Stapenhill and Winshill
	Lichfield: Chasetown, Chadsmead and Curborough
	Newcastle under Lyme: Audley and Bignall End, Bradwell, Butt Lane, Chesterton, Cross Heath, Holditch, Kidsgrove, Knutton and Silverdale, Seabridge, Silverdale and Parkside, Talke, ThistleberryTown and Wolstanton
	South Staffs: Featherstone and Shareshill, Huntington and Hatherton and Wombourne South West
	Stafford: Common, Coton, Forebridge, Highfields and Western Downs, Holmcroft, Littleworth, Manor, Penkside and Tillington
	Staffs Moorlands: Biddulph East, Cheadle North East, Cheadle South East, Cheadle West, Leek North and Leek South
	Tamworth: Amington, Belgrave, Bolehall, Castle, Glascoate, Mercian and Stonydelph

HCOP 1.1.4	Defined in the Department of Health guidance for Local Delivery Plans 2005/2008
HCOP 5.1.2	In Staffordshire there are approximately 90,000 Carers – over 1:10 of the population (2001 Census). This is broken down as: <ul style="list-style-type: none"> ▪ Over 1:10 provide 20-49 hours care per week and have an increased risk of stress related illnesses

- Almost 1:5 provide 50+ hours care per week and are at particular risk of ill health
- Nearly 10,000 carers are 'Not in Good Health'.

The QOF (Quality Outcomes Framework Management Ind.9) linked to GMS Contract –“The practice has a protocol for the identification of carers and a mechanism for the referral of carers for social services assessment.”

LAA Block Four: Economic Development and Enterprise	EDE1 Increase the levels of new business formations and survival, especially in the higher value added clusters and other locally important sectors.							
Sub Outcomes	Indicators	Level/Priority Group	Baselines	Targets 2007/08	Targets 2008/09	Targets 2009/10	Lead Partner	Linkages
	EDE1.1.1 Number of new VAT Registrations per 10,000 Population (Source: SBS VAT Statistics)	County	38 (2004/05)	40	41	42	Chief Executive Officer, Business Enterprise Support	
	EDE 1.1.2 Percentage of new businesses surviving after 3 years (Source: SBS)	County	69.2% (2004/05)	70%	71%	72%	Chief Executive Officer, Business Enterprise Support	
	EDE1.1.3 Percentage of businesses which believe that they have been treated in a fair and transparent way by local authority regulatory services (Source: Staffordshire County Council)	County	84% (2005/06)	88%	89%	90%	Head of Consumer Services Staffordshire County Council	

LAA Block Four: Economic Development and Enterprise	EDE2 Increase the proportion of the High Value Added economy in Staffordshire.							
Sub Outcomes	Indicators	Level/Priority Group	Baselines	Targets 2007/08	Targets 2008/09	Targets 2009/10	Lead Partner	Linkages
	EDE2.1.1 Numbers employed in Targeted Clusters (Source: ABI/ONS NOMIS)	County	124,443 (2004/05)	133,090 (41%)	136,336 (42%)	139,582 (43%)	Head of Economic Regeneration, Staffordshire County Council	
	EDE2.1.2 Percentage of inward investment secured in targeted clusters (Source: InStaffs)	County	37% (2003/07 (average))	41%	42%	43%	Chief Executive InStaffs	

LAA Block Four: Economic Development and Enterprise	EDE3 Improve skill levels, especially to support growth in high value added businesses.							
Sub Outcomes	Indicators	Level/Priority Group	Baselines	Targets 2007/08	Targets 2008/09	Targets 2009/10	Lead Partner	Linkages
	EDE3.1.1 Percentage of working age population with NVQ Level 4 and above (Source: ONS LALFS)	County	21.6% (2004/05)	23.6%	24.6%	25.6%	Economic Development Manager – East /West Staffordshire, LSC	CYP5.2.1 CYP5.3.1 CYP5.4.1 CYP5.5.1
	EDE3.1.2 Percentage of working age population with NVQ Level 2 and above (Source: ONS LALFS)	County	61.6% (2004/05)	64.6%	65.6%	66.6%	Economic Development Manager – East and West Staffordshire, LSC	CYP5.2.1 CYP5.3.1 CYP5.4.1 CYP5.5.1
	EDE3.1.3 Success rates for Further Education (FE) in Staffordshire (Source: LSC/ILR)	County	74% (2004/05)	78%	80%	81%	Economic Development Manager – East and West Staffordshire, LSC	CYP5.2.1 CYP5.3.1 CYP5.4.1 CYP5.5.1
	EDE3.1.4 Success rate for Work Based Learning (WBL) in Staffordshire (Source: LSC/ILR)	County	60% (2005/06)	67%	69%	71%	Economic Development Manager – East and West Staffordshire, LSC	CYP5.2.1 CYP5.3.1 CYP5.4.1 CYP5.5.1
	EDE3.1.5 Percentage of 18-59 year olds attending Higher Education (HE) Institutions (Source: HESA Student Record)	County	5.49% (24,970) (2004/5)	5.57% (25,330)	5.63% (25, 600)	5.71% (25,970)	Head of Strategic Planning Staffordshire University	CYP5.5.1

LAA Block Four: Economic Development and Enterprise	EDE4 Develop vibrant and sustainable town centres, market towns and surrounding rural villages							
Sub Outcomes	Indicators	Level/Priority Group	Baselines	Targets 2007/08	Targets 2008/09	Targets 2009/10	Lead Partner	Linkages
	EDE4.1.1 Percentage of new retail floorspace granted planning consent in centres and edge of centres (Source: Staffordshire County Council)	County	82.5% (2002/06 average)	75%	93%	98%	Strategic Land Use Policy Manager East Staffs. Borough Council	
	EDE4.1.2 Percentage of new housing completions that are affordable (Source: Staffordshire County Council)	County	10.48% (2005/06)	18%	16%	15%	Housing Strategy Manager South Staffs. District Council	

LAA Block Four: Economic Development and Enterprise	EDE5 Ensure that those in the most deprived communities and deprived groups within the labour market, can access the economic opportunities created in Staffordshire.							
Sub Outcomes	Indicators	Level/Priority Group	Baselines	Targets 2007/08	Targets 2008/09	Targets 2009/10	Lead Partner	Linkages
	EDE5.1.1 The number of people within the working age population claiming benefits in selected wards (Source: Job Centre Plus)	Neighbourhood	7,090 (Sep 2006)	6,251	5,351	4,401	Local Partnership Manager Job Centre Plus	
	EDE5.1.2 Employment rate (Source: Labour Force Survey)	County	78.1% (385,000) (2004/05)	78.2% (385,500)	78.3% (386,000)	78.4% (386,500)	Head of Economic Regeneration Staffordshire County Council	
	EDE5.1.3 Mean household income attained in Targeted Wards (wards with current employment rates below 70%). (Source: CACI)	Neighbourhood	£27,262 (2006)	£28,079	£28,921	£29,788	Local Partnership Manager Job Centre Plus	
	<i>EDE 5.1.4 The number of adults achieving national tests in literacy and numeracy at Entry Level 1, Entry Level 2, and Entry Level 3 (Source: LPSA)</i>	<i>County/ Priority Group</i>	<i>314 (2003/04)</i>	<i>436 (without LPSA) 816 (with LPSA)</i>	<i>Not continued</i>	<i>Not continued</i>	<i>The Principal Stafford College</i>	

	<i>LPSA2</i>							
	<p><i>EDE 5.1.5</i> <i>The number of adults achieving national tests in literacy and numeracy at Level 1</i></p> <p><i>(Source: LPSA)</i></p> <p><i>LPSA2</i></p>	<i>County/ Priority Group</i>	<p>762 (2003/04)</p>	<p>1059 (without LPSA) 1257 (with LPSA)</p>	<i>Not continued</i>	<i>Not continued</i>	<i>The Principal Newcastle College</i>	
	<p><i>EDE 5.1.6</i> <i>The number of adults achieving national tests in literacy and numeracy at Level 2</i></p> <p><i>(Source: LPSA)</i></p> <p><i>LPSA2</i></p>	<i>County/ Priority Group</i>	<p>272 (2003/04)</p>	<p>378 (without LPSA) 513 (with LPSA)</p>	<i>Not continued</i>	<i>Not continued</i>	<i>The Principal Cannock Chase College</i>	
	<p><i>EDE 5.1.7</i> Employment rate for the disabled community (Source: Annual Population Survey)</p>	<i>County/Priority Group</i>	<p>57.7% (2004/05)</p>	<p>58%</p>	<p>59%</p>	<p>60%</p>	<p>Equalities Consultant, Staffordshire County Council</p>	<p>HCOP4.3.3 HCOP4.3.4</p>

Funding

Funding Stream	Current Recipient of Funding	2007/2008		2008/2009		2009/2010	
		Mandatory Pooled (£)	Aligned (£)	Mandatory Pooled (£)	Aligned (£)	Mandatory Pooled (£)	Aligned (£)
Mainstream Funding	Cannock Chase District Council		332,360		342,430		354,730
Mainstream Funding	East Staffordshire District Council		220,000				
Mainstream Funding	Lichfield District Council		358,000				
Mainstream Funding	Stafford Borough Council		409,000		421,000		435,000
Mainstream Funding	Newcastle Borough Council		159,000		164,000		167,000
Mainstream Funding - Regeneration	Tamworth Borough Council		85,255		87,655		90,255
Mainstream Funding	Staffordshire County Council		1,220,000				
New Growth Points Funding	East Staffordshire Borough Council		310,000				
Mainstream Funding	Staffordshire Moorlands District Council		187,240				
Mainstream Funding	Learning Skills Council Funding		35,409,000				
Mainstream Funding	Staffordshire Connexions		778,929				
Mainstream Funding	Job Centre Plus		2,100,000				
Mainstream Funding	West Midlands Business Brokerage		5,000,000				

Funding Stream	Current Recipient of Funding	2007/2008		2008/2009		2009/2010	
		Mandatory Pooled (£)	Aligned (£)	Mandatory Pooled (£)	Aligned (£)	Mandatory Pooled (£)	Aligned (£)
	Service						
Mainstream Funding	Advantage West Midlands		10,000,000				
Mainstream Funding	InStaffs		281,000		294,000		303,000
Mainstream Funding	Southern Staffordshire Partnership		70,000				
Total			56,919,784		1,309,085		1,349,985

Economic Development and Enterprise: Explanatory Notes

ABI	Annual Business Inquiry
Affordable Housing	Housing for people whose incomes deny them the opportunity to purchase or rent housing in the open market
BIC	Business Innovation Centre
BVPI	Best Value Performance Indicators
DfT	Department for Transport
FE	Further Education
KPI	Key Performance Indicator
LALFS	Local Area Labour Force Survey
LPSA	Local Public Service Agreement
LSC	Learning and Skills Council
NOMIS	Official Labour Market Statistics
NOP	National Opinion Poll
ONS	Office of National Statistics
SBS	Small Business Service
Skills for Life Qualification	Qualification designed to help develop skills used everyday including reading, writing, numeracy and information and communication technology
SOA	Super Output Area
WBL	Work Based Learning

Outcome Leads

The Economic Development and Enterprise has identified LAA District Support Officers, in place of Outcome Leads. These District Support Officers are:

- East Staffordshire and Staffordshire Moorlands: Head of Economic Regeneration, Staffordshire County Council
- Tamworth, Lichfield, South Staffordshire: Director, Southern Staffordshire Partnership
- Newcastle, Stafford: Chief Executive, InStaffs UK
- Cannock: Head of Regeneration and Planning, Cannock Chase District Council

Targeted Clusters

Targeted clusters for this Block are; medical and healthcare technologies, professional and business services, building technologies, environmental technologies, IT/multi media and high value added consumer products. Locally important sectors include Tourism and Leisure, Food and Drink and Automotive Components. These clusters have been selected as they have been identified as priorities by the North Staffordshire RZ, Southern Staffordshire Partnership and the County Council in their respective economic development strategies.

Targeted Wards

The targeted wards referred to in 5.1.1 are the ten wards of Cannock North, Shobnall, Anglesey, Cross Heath, Silverdale and Parkside, Holditch, Town, Knutton and Silverdale, Milford and Biddulph East. These are wards within Local Authority Districts with a rank of 200 or below on the "Employment Scale" measure of the Indices of Deprivation 2004. From these wards which displayed employment rates of below 65% from the 2001 Census of Population were selected and a 1.6% reduction to the benefits claimant rate has been applied to the selected wards.

The targeted wards referred to in 5.1.3 are the 32 wards in Staffordshire with an employment rate of less than 70% in the 2001 Census. These include Keele, Cross Heath, Silverdale and Parkside, Holditch, Town, Knutton and Silverdale, Thistleberry, Butt Lane in Newcastle under Lyme; Biddulph East and Leek North in Staffordshire Moorlands; Milford, Littleworth, Highfields and Western Downs, Coton in Stafford; Featherstone and Shareshill, Huntington and Hatherton in South Staffordshire, Cannock North, Hagley, Cannock South, Cannock East, Hednesford North in Cannock; Bourne Vale, Chadsmead, Chasetown in Lichfield; Glascote in Tamworth; Shobnall, Anglesey, Burton, Eton Park, Stapenhill, Winshell, Churnet and Horninglow in East Staffordshire.

Data Availability

The data for all the indicators is available annually. The data for all but one of the indicators is available at a District or more local level (indicator ED1.1.2 is only available for Staffordshire and Stoke on Trent combined).

Indicators

- EDE1.1.1** For an average district such as East Staffordshire, the indicator would mean about a further ten new VAT registrations per year, over and above current performance. This indicator relates only to new registrations and takes no account of de-registrations. Past performance – 35 registrations in 2002/3 and 37 registrations in 2003/4.
- EDE1.1.2** Past performance is 2002/3 - 70.3%, 2003/4 - 71.2%. This indicator will be revisited if it becomes possible to separate the data for Staffordshire and Stoke on Trent
- EDE1.1.3** The baseline data and targets are currently for SCC Trading Standards activities only. These will be developed, by agreement, to cover other local authority regulatory services including environmental health and planning. It could potentially also be extended to public sector partners such as the fire service. A new baseline would then need to be established. The stretching nature of the target, therefore, relates not only to the increase in satisfaction rates, but also to the extension of the indicator to other services and organisations. By 2008/9, the target will be to have incorporated Environmental Health and Planning services.
- EDE2.1.2** Percentages are based on the number of companies which InStaffs have assisted. These are annual targets. The baseline will remain at 37% for 2003/7. An average baseline figure has been used because inward investment performance varies considerably from year to year. In Staffordshire, past performance was 48% in 2003/4, 36% in 2004/5, 12% in 2005/6 and 54% in 2006/7. An average figure of 38.6% is considered to be more meaningful.

- EDE3.1.1** Trend data for workers with Level 4 and above is 21.2% for 2002/3 (105,000 workers) and 21.6% for 2003/4 (106,800 workers). Assuming that future population is in line with current trends and existing levels of achievement are maintained, a 1% increase of the next three years will mean we will have to achieve a further 17,000 qualifications at Level 4.
- EDE3.1.2** Trend data for workers with Level 2 and above is 64.2% for 2002/3 (317,550 workers) and 63.8% for 2003/4 (316,330 workers). Assuming that future population is in line with current trends and existing levels of achievement, a 1% increase over the next three years will mean we will have to achieve a further 25,000 qualifications at Level 2.
- EDE3.1.3** The success rate is the number of qualifications learners have fully achieved divided by the number of qualifications started, excluding transfers out. For programmes of study of two years or more, success is calculated across the whole programme, that is, from the start to the end of the qualification. The trend data for FE is 64% in 2002/3 and 66% in 2003/4. The targets reflect national and regional improvements in success rates.
- EDE3.1.4** The definition of WBL success rate is the proportion of leavers (excluding those who left within 6 weeks) who achieved an NVQ either within an apprenticeship framework or within NVQ only programmes expressed as a percentage.
The trend data for WBL is 54% in 2003/4. Performance indicators were introduced for WBL providers in 2005/6 with a national floor target of 40%.
- EDE3.1.5** This indicator is measuring Staffordshire residents only.
- EDE4.1.1** The definition of centre boundaries is as set out in Local Plans. The targets in Staffordshire are based on a survey of District Councils, estimating the levels of new retail development in centres, on edge of centres and out of centres between 2007/8 and 2009/10.
- EDE4.1.2** The definition of affordability includes;
- Social and intermediate housing completions delivered through Housing Corporation funded schemes. Social housing is social rented housing. Intermediate housing is housing at prices or rents above social rented level but below market prices or rents. This can include shared equity products (for example Homebuy) and intermediate rent (i.e. rents above social rented level but below market rents).
 - Affordable housing secured through Section 106 Agreements, and other directly supported provision by local authorities.
 - The baseline and targets are based on a survey of District Councils in September, estimating the levels of affordable housing provision between 2007/8 and 2009/10. The targets are regarded as challenging, due to the long timelines in bringing forward affordable housing. A target of 15% represents about 600 houses per year.
- EDE5.1.1** The working age population is aged 16 to 59 for women and 16 to 64 for men. Benefits include job seekers allowance, incapacity benefit, lone parent allowance as part of income support, carer allowance, other income related benefits, disabled and bereaved allowances.
- EDE5.1.3** The mean household income includes all earned income and all benefit income. The targets represent an increase of 3% per annum. The average for Staffordshire is £32,100.
- EDE5.1.4/6** These indicators are included within the LPSA and only relate to Newcastle, Stafford and Cannock Colleges.
- EDE5.1.7** The definition of disability incorporates
Those who are DDA disabled (current disabled) who have a current disability which includes people with a long term disability which substantially limits their day to day activities and those that have a work limiting disability only – people who have a long term disability which affects the kind of work or amount of work they do. The baseline for 2004/5 of 57.7% represents 56,600 disabled employees. The targets for 2007/8 represent 56,898, for 2008/9 57,389 and for 2009/10 57,879 disabled employees

LAA Block Five: Sustainable Development	SD1 Enhance and ensure access for all to environments that are valued, protected and enjoyed <i>Outcome Lead: Director, Staffordshire Wildlife Trust</i>							
Sub Outcomes	Indicators	Level/Priority Group	Baselines	Targets 2007/08	Targets 2008/09	Targets 2009/10	Lead Partner	Linkages
	SD1.1.1 Amount of priority habitat created/recreated - Lowland Heathland (Source: SBAP Audit)	County	1974ha (1998/2001)	1994ha	2014ha	2034ha	Director, Staffordshire Wildlife Trust	
	SD1.1.2 Amount of priority habitat created/recreated - Wet Grassland (Floodplain Grazing Marsh) (Source: SBAP Audit)	County	549ha (1998/2001)	605ha	661ha	717ha	Director, Staffordshire Wildlife Trust	
	SD1.1.3 Amount of priority habitat created/recreated - Rich Flower Grassland (Source: SBAP Audit)	County	916 (1998/2001)	946ha	976ha	1006ha	Director, Staffordshire Wildlife Trust	
	SD1.1.4 Amount of priority habitat created/recreated – Rivers and Streams (Source: SBAP Audit)	County	3000km (1998/2001)	3001km	3002km	3003km	Director, Staffordshire Wildlife Trust	
	SD1.1.5 Number of parks in	County	6 Green Flag Award winners 05/06	Maintain 6 Green Flag Awards	7 Green Flag Awards	8 Green Flag Awards	Head of Leisure Services,	

	<p>Staffordshire awarded Green Flag Awards</p> <p>(Source: www.greenflagaward.co.uk Civic Trust)</p>						<p>Stafford Borough Council</p>	
	<p>SD1.1.6 Number of hectares of Local Nature Reserves</p> <p>(Source: English Nature)</p>	<p>County</p>	<p>359.9ha</p>	<p>395.9ha</p>	<p>435.9ha</p>	<p>479.9ha</p>	<p>Head of Environment and Health Stafford Borough Council</p>	
	<p>SD1.1.7 Percentage of residents who are very or quite satisfied with parks and open spaces</p> <p>(Source: BVPI Survey every 3 years. Yrs 1 and 2 will be measured by a Staffordshire County Council Annual Survey)</p>	<p>County</p>	<p>67% (2003/04)</p>	<p>70%</p>	<p>73%</p>	<p>76%</p>	<p>Deputy Corporate Director (Planning and Regeneration) Staffordshire County Council</p>	
	<p>SD1.1.8 Number of Conservation Areas with an up to date character appraisal and a published Management Plan</p> <p>(Source: Staffordshire District and Borough Councils)</p>	<p>County</p>	<p>Character Appraisal Cannock = 4 Lichfield = 0 Newcastle = 0 South Staffs = 1 Moorlands = 9 Tamworth = 0 East Staffs = 0 Stafford = 0</p> <p>Management Plan Lichfield = 0 Newcastle = 0 South Staffs = 0 Moorlands = 2 Tamworth = 0 East Staffs = 0 Stafford = 0</p>	<p>All 8 District Authorities to formulate a programme /timetable for carrying out character appraisals and management plans</p>	<p>All 8 District authorities to complete 1 pilot character appraisal and management plan each.</p>	<p>All 8 District authorities to complete at least 3 further character appraisals and management plans.</p>	<p>Head of Regeneration Staffordshire Moorlands District Council</p>	

	<p>SD1.2.1 Percentage of the total length of rights of way that are easy to use by the general public (Source: Historic BVPI 178 outturns)</p>	<p>County</p>	<p>68% (2004/05)</p>	<p>75%</p>	<p>80%</p>	<p>80%</p>	<p>Countryside and Rights of Way Group Leader Staffordshire County Council with SPCA</p>	
	<p>SD1.2.2 Annual ROWIP Progress Reports detailing progress on those targets identified within the Rights of Way Improvement Plan (ROWIP)</p>	<p>County</p>	<p>No baseline data exists</p>	<p>ROWIP published and adopted by Staffordshire County Council</p>	<p>Year 1 of ROWIP Action Plan implemented and Annual ROWIP Progress Report published</p>	<p>Year 2 of ROWIP Action Plan implemented and Annual ROWIP Progress Report published</p>	<p>Countryside and Rights of Way Group Leader Staffordshire County Council with SPCA</p>	

LAA Block Five: Sustainable Development	SD2 A sustainable transport system which improves access to essential services for all, reducing reliance on the car <i>Outcome Lead: Head of Integrated Planning and Transport, Staffordshire County Council</i>							
Sub Outcomes	Indicators	Level/Priority Group	Baselines	Targets 2007/08	Targets 2008/09	Targets 2009/10	Lead Partner	Linkages
	SD2.1.1 Percentage of the population in the County's main urban areas within 350m of a bus stop with a minimum frequency of 30 minutes to a major centre (Source: Data published annually by Staffordshire County Council in LTP Progress Report)	County	87.4% (2004/05)	87.9%	88.4%	88.9%	Head of Integrated Planning and Transport, Staffordshire County Council	
	SD2.1.2 Percentage of rural households within 800m of an hourly bus service to a major centre (Source: Data published annually by Staffordshire County Council in LTP Progress Report)	County	58% (2004/05)	64%	Maintain at 64%	Maintain at 64%	Head of Integrated Planning and Transport, Staffordshire County Council	
	SD2.1.3 Traffic levels (million vehicle kilometres) on the local road network (Source: Data published annually by DfT in the national Road Traffic Survey)	County	4,812 million vehicles km (2004)	5,029 million vehicle km	5,101 million vehicle km	5,173 million vehicle km	Head of Integrated Planning and Transport, Staffordshire County Council	

LAA Block Five: Sustainable Development	SD3 Reduce waste to landfill and increase recycling <i>Outcome Lead: Director, Staffordshire and Stoke-on-Trent Joint Waste Management Board</i>							
Sub Outcomes	Indicators	Level/Priority Group	Baselines	Targets 2007/08	Targets 2008/09	Targets 2009/10	Lead Partner	Linkages
	<p>SD3.1.1 <i>Increase in the percentage of municipal waste recycled. (The percentage of household waste recycled and composted as measured by the sum of BVPI 82a(i) and 82b(i) based on 2005/06 BVPI guidance)</i></p> <p><i>(Source: Yr 1, LPSA Yrs 2 and 3 Staffordshire County Council Waste Data Flow)</i></p> <p>Mandatory Funding Indicator / LPSA2</p>	<p>County</p>	<p>34% <i>(2005/06)</i></p>	<p>30.25% <i>(without LPSA)</i></p> <p>35.5% <i>(with LPSA)</i></p>	<p>38%</p>	<p>40%</p>	<p>Director, Staffordshire and Stoke on Trent Joint Waste Management Board</p>	
	<p>SD3.1.2 Reduction in the percentage of municipal waste landfilled. (Percentage of total tonnage of household waste arising which have been landfilled (BVPI 82d))</p> <p><i>(Source: Staffordshire County Council Waste Data Flow)</i></p> <p>Mandatory Funding Indicator</p>	<p>County</p>	<p>44.41% <i>(2005/06)</i></p>	<p>37.09%</p>	<p>34.6%</p>	<p>32.6%</p>	<p>Director, Staffordshire and Stoke on Trent Joint Waste Management Board</p>	

	<p>SD3.1.3 Total local authority WCA commercial waste collections which are landfilled or incinerated.</p> <p>(Source: Staffordshire County Council Waste Data Flow)</p>	<p>County</p>	<p>(2005/06) Tonnes commercial collected Newcastle – 3598 Cannock – 446 East Staffs – 1762 Moorlands – 2566 South Staffs – 0 Stafford - 0 Tamworth – 182 Lichfield – 2472 County – 0 Total – 11026 to landfill/incineration</p>	<p>10526 tonnes</p>	<p>9526 tonnes</p>	<p>9026 tonnes</p>	<p>Director, Staffordshire and Stoke on Trent Joint Waste Management Board</p>	
	<p>SD3.1.4 Amount recycled (excludes Household waste recycling centres as the amount recycled at these premises is part of BVPI 82a and BVPI 82b above)</p> <p>(Source: Staffordshire County Council Waste Data Flow)</p>	<p>County</p>	<p>Currently no commercial tonnage recycled by WCAs</p>	<p>250 tonnes</p>	<p>750 tonnes</p>	<p>1000 tonnes</p>	<p>Director, Staffordshire and Stoke on Trent Joint Waste Management Board</p>	

LAA Block Five: Sustainable Development	SD4 Reduce carbon emissions <i>Outcome Lead: Head of Environment and Countryside, Staffordshire County Council</i>							
Sub Outcomes	Indicators	Level/Priority Group	Baselines	Targets 2007/08	Targets 2008/09	Targets 2009/10	Lead Partner	Linkages
	SD4.1.1 Reduction in the CO ₂ emissions of all LAA partners own activities of 60% by 2050	County	LAA Partner CO ₂ emissions in financial year 2005/06	All LAA Partners establish CO ₂ emission baselines b y September 2007	2% reduction from agreed baseline	4% reduction from agreed baseline	Head of Cultural Environment Group Staffordshire County Council	
	SD4.1.2 An overall reduction in CO ₂ emissions per capita Staffordshire (as a step towards 60% reduction by 2050) (Source: Defra)	County	10.91 tonnes CO ₂ per capita (2004 = 8804kt CO ₂ population 807,000)	Maintain at 2004 level	Maintain at 2004 level	Maintain at 2004 level	Head of Cultural Environment Group Staffordshire County Council	

Funding

Funding Stream	Current Recipient of Funding	2007/2008		2008/2009		2009/2010	
		Mandatory Pooled (£)	Aligned (£)	Mandatory Pooled (£)	Aligned (£)	Mandatory Pooled (£)	Aligned (£)
Rural Bus Subsidiary Grant	County Council		1,355,000				
Mainstream Funding	Environment Agency		160,000				
Passenger Transport Subsidies	County Council		2,000,000				
Integrated Transport (Capital)	County Council		6,580,000				
Kickstart/Bus Challenge Projects	County Council		72,000				
Waste Resource and Action Programme	County Council		650,000				
Rights of Way – Revenue and Capital	County Council		550,000				
Habitat Creation	Tamworth Borough Council		15,000		15,000		-
Rights of Way	Tamworth Borough Council		10,000		10,000		10,000
Recycling	Tamworth Borough Council		682,650		747,750		780,610
Domestic Refuse	Tamworth Borough Council		1,033,290		1,058,580		1,084,060
Environmental Education & Improvement	Tamworth Borough Council		6,140		6,140		6,140
CO ₂ Emission Reduction – Thermal Insulation on Housing Stock (Capital)	Tamworth Borough Council		300,000		300,000		300,000
LA21/Biodiversity	Stafford Borough Council		83,000				
Mainstream Funding	Stafford Borough Council		3,220,580		3,301,100		3,383,600
Habitat Creation	Cannock Chase Council		91,955		97,515		102,755

Funding Stream	Current Recipient of Funding	2007/2008		2008/2009		2009/2010	
		Mandatory Pooled (£)	Aligned (£)	Mandatory Pooled (£)	Aligned (£)	Mandatory Pooled (£)	Aligned (£)
Rights of Way	Cannock Chase Council		5,000		5,000		5,000
Transport Initiatives	Cannock Chase Council		18,610		15,250		15,370
Waste Management - Refuse	Cannock Chase Council		1,221,440		1,186,920		1,214,290
Waste Management - Recycling	Cannock Chase Council		784,960		725,980		746,600
Commercial Waste Collection Service	Cannock Chase Council		14,480		14,830		15,080
CO ₂ Emission Reduction – Capital	Cannock Chase Council		1,096,000		1,151,000		1,151,000
Total			19,950,105		8,635,065		8,814,505

Sustainable Development and Enterprise: Explanatory Notes

BVPI	Best Value Performance Indicators
Conservation Area	Define the historic, architectural and natural components that are considered important and contribute most to an area's character
Character Appraisals	
DEFRA	Department for Environment, Food and Rural Affairs
Green Flag Awards	National standard for parks and green areas
LPSA	Local Public Service Agreement
LTP	Local Transport Plan
ROWIP	Rights of Way Improvement Plan
SBAP	Staffordshire Biodiversity Action Plan
SPCA	Staffordshire Parish Councils Association
Staffordshire Declaration	A manifesto for action for local organisations and community groups to tackle climate change
WCA	Waste Collection Authorities

SD3.1.4 All authorities would prefer to establish a baseline for recycling in 2007/8 as commercial services will have to be launched and therefore targets are very speculative at this time.

SD4.1.2 Please note that the inclusion of the baseline figure is purely indicative, it is based on the 2004 Defra Experimental CO₂ statistics released in 2006/07 and is the only authoritative measure currently available. As agreed with GOWM the aim of outcome 4.1.2 is to reflect a general trajectory. The ability of measuring this target is reliant on the data being available and published by DEFRA and that this data is produced in a consistent way. Clearly within current arrangements there is only a limited impact LAA partners can have on an overall Staffordshire per capita figure. Success in achieving this target will be also be predicated on other factors such as anticipated changes in legislation and guidance such as the Local Government White Paper, the Climate Change Bill, PPS 22 and revisions to PPS1, therefore the scope and relevance of the baseline data will be considered at each refresh and amended as agreed by the LAA and GOWM.

Appendices

Appendix A: Staffordshire LAA – Cross Cutting Priorities

This matrix sets out the four cross cutting priorities identified as underpinning the LAA. It identifies where these priorities occur across the different LAA Block high level outcomes.

LAA Block Outcomes	Cross Cutting Priorities				Comments
	Closing the Gap	Prevention as a Priority	Local Services for Local People	Promoting Respect and Taking Responsibility	
Block One: Children and Young People					
CYP1: Improving the physical health and emotional and mental well being of children and young people with a particular focus on vulnerable children	✓	✓		✓	
CYP2: Improving the life chances of children and young people who are at risk		✓			
CYP3: Improving standards of enjoyment and achievement with a particular focus on vulnerable children and young people	✓				
CYP4: Increase the opportunities available for children and young people to make a positive contribution		✓	✓	✓	
CYP5: Achieve Economic well-being	✓			✓	
Block Two: Safer and Stronger Communities					
SSC1: Reduce overall crime in line with local Crime and Disorder Reduction Partnership targets and narrow the gap between the worst performing wards/neighbourhoods and other areas across the district	✓	✓		✓	
SSC2: Reassure the public, reducing the fear of crime		✓	✓	✓	
SSC3:		✓		✓	

Reduce the harm caused by illegal drugs					
SSC4: Build RESPECT in communities and reduce anti-social behaviour		✓	✓	✓	
SSC5: Empower local people to have a greater voice and influence over local decision making and a greater role in public service delivery			✓	✓	
SSC6: Cleaner, greener and safer public spaces		✓		✓	
SSC7: Improved quality of life for people in the most disadvantaged neighbourhoods, service providers more responsive to neighbourhood needs and improved service delivery	✓		✓		
SSC8: Increase support and improve safety of survivors of domestic violence and their families		✓			
SSC9: Make the roads safer for all road users		✓			
Block Three: Healthier Communities and Older People					
HCOP1: Helping people to live a longer, healthier, active life	✓	✓	✓	✓	
HCOP2: Better Mental Health	✓	✓		✓	
HCOP3: Healthier, Independent and Included Older People		✓		✓	
HCOP4: Healthier, Independent and Included Disabled People		✓	✓	✓	
HCOP5: Enabling Carers			✓		
Block Four: Economic Development and Enterprise					
ED1: Increase the levels of new business formations and survival, especially in the higher value added clusters and other locally important sectors	✓		✓		

ED2: Increase the proportion of the High Value Added economy in Staffordshire			✓		
EDE3: Improve skill levels, especially to support growth in high value added businesses.	✓			✓	
EDE4: Develop vibrant and sustainable town centres, market towns and surrounding rural villages		✓	✓	✓	
EDE5: Ensure that those in the most deprived communities can access the economic opportunities created in Staffordshire.	✓				
Block Five: Sustainable Development					
SD1: Enhance and ensure access for all to an environment that is valued, protected and enjoyed.				✓	
SD2: A sustainable transport system which improves access to essential services for all, reducing reliance on cars	✓	✓	✓	✓	
SD3: Reduce waste to landfill and increase recycling.		✓		✓	
SD4: Reduce carbon emissions		✓		✓	

Appendix B**High Level Outcomes**

Children and Young People	
CYP1	Improving the physical health and emotional and mental well-being of children and young people with a particular focus on vulnerable children and young people
CYP2	Improving the life chances of children and young people who are at risk
CYP3	Improving standards of enjoyment and achievement with a particular focus on vulnerable children and young people
CYP4	Increase the opportunities available for children and young people to make a positive contribution
CYP5	Achieve economic well-being
Safer and Stronger Communities	
SSC1	Reduce overall crime in line with local Crime and Disorder Reduction Partnership targets and narrow the gap between the worst performing wards/neighbourhoods and other areas across the district
SSC2	Reassure the public, reducing the fear of crime
SSC3	Reduce the harm caused by illegal drugs
SSC4	Build Respect in communities and reduce anti-social behaviour
SSC5	Empower local people to have a greater voice and influence over local decision making and a greater role in public service delivery
SSC6	Cleaner, greener and safer public spaces
SSC7	Improved quality of life for people in the most disadvantaged neighbourhoods; service providers more responsive to neighbourhood needs; and improved service delivery
SSC8	Increase support and improve safety for survivors of domestic violence and their families
SSC9	Make the roads safer for all road users
Healthier Communities and Older People	
HCOP1	Helping people to live a longer, healthier active life
HCOP2	Better mental health
HCOP3	Healthier, independent and included older people
HCOP4	Healthier, independent and included disabled people
HCOP5	Enabling carers
Economic Development and Enterprise	
EDE1	Increase the levels of new business formations and survival, especially in the higher value added clusters and other locally important sectors
EDE2	Increase the proportion of the High Value Added economy in Staffordshire
EDE3	Improve skill levels, especially to support growth in high value added businesses.
EDE4	Develop vibrant and sustainable town centres, market towns and surrounding rural villages.

EDE5	Ensure that those in the most deprived communities can access the economic opportunities created in Staffordshire.
Sustainable Development	
SD1	Enhance and ensure access for all to environments that are valued, protected and enjoyed
SD2	A sustainable transport system, which improves access to essential services for all, reducing the reliance on the car
SD3	Reduce waste to landfill and increase recycling
SD4	Reduce carbon emissions

Appendix C

Generic Terms of Reference for the County-wide Thematic Partnerships

The purpose of the County-wide Thematic Partnerships is to inform the strategic direction of the each themed Block of the Staffordshire LAA.

They will also ensure a coordinated approach to the direction and delivery of the relevant theme agenda within Staffordshire. They will ensure that the collective outcomes of the eight District Strategy and Delivery Boards meet the performance requirements of the Local Area Agreement.

It is recognised that the changing internal and external influences will affect the dynamics of this group and as such a regular review will be undertaken of the terms of reference to reflect these changing circumstances.

Terms of Reference and Key Activity Streams

Strategic

- Act as the advisory group for the LAA Strategic Board in relation to Block issues, reporting on performance and making recommendations for performance management interventions where appropriate in concert with District Strategy and Delivery Boards;
- Make proposals for new or amended strategies and planned activities in response to changes in local circumstances or identified national best practice;
- Act as a conduit between local delivery arrangements and other county bodies involved in the delivery of the Block agenda;
- Co-ordinate the LAA refresh for the Block and oversee the development of future LAA strategies for the Block;
- Ensure County wide information and best practice sharing

Performance Management

- Performance manage and monitor progress against Block targets within the Local Area Agreement 2007 – 2010 and provide leadership to local delivery arrangements through the District Strategy and delivery Boards;
- Monitor progress against the Block local delivery plan objectives; outcomes; milestones and trajectories and ensure consistency and transparency in reporting performance;
- Review and if necessary recommend amendments to objectives and delivery strategies to reflect changing circumstances and emerging threats;
- Make recommendations to stop or suspend activities that are not delivering expected outcomes;

- Recommend how partners' resources might be allocated/deployed in order to achieve the above targets when there is under-performance or under-performance looks likely and ensure remedial action is effective;
- Supporting District Boards in discharging their responsibility for the delivery the Block element of the LAA through the provision of advice and guidance and assisting where necessary to ensure that the Block agenda is interwoven into the fabric of local planning and delivery.

Capacity Development and Problem Solving

- To be the Block tasking and co-ordinating group for resources available at a county level;
- Agree priorities for shared actions in pursuit of Block targets and reducing inequality of services;
- Act as a conduit between the relevant Partnerships and the Government Office for the West Midlands;
- Act as a conduit between the accountable bodies at a local level together with or through their District Board and the Staffordshire LAA strategic Board;
- Unblocking and troubleshooting, including tasking and problem solving on delivery at District level as well as provide an effective platform for second level, priority tasking, where required.