

New LAA

A Delivery Planning Framework for Warwickshire

June 2008

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2-Introduction

Implementation for the New LAA for Warwickshire will commence on 1st July 2008. The New LAA consists of 34 indicators, 16 mandatory indicators and 10 local indicators across the six blocks of:

- Children and Young People
- Safer Communities
- Stronger Communities
- Healthier Communities and Older People
- Economic Development and Enterprise
- Climate Change and Environment

The indicators within the New LAA outline 'what' we will do as key agencies and organisations through partnership working to improve those areas that are a priority to the communities of Warwickshire.

This Guidance focuses on 'how' we will do 'what' we have said that we will do. In seeking to do so efforts have been made to learn the lessons of the current LAA and the Delivery Planning process that was undertaken by the Blocks from January to March 2007. This Guidance both builds on and has been adapted within that context.

A visionary, partnership based approach is fundamental to the success of the LAA as is the delivery of the LAA through the Public Service Board, at a County level, and locally through borough/district based LSP's. The latter, in particular, have an important role to play in the translation of a high level strategic document into actions that have resonance at a local level-both on a borough/district basis and through the emerging localities approach that has been adopted by all public sector agencies within Warwickshire.

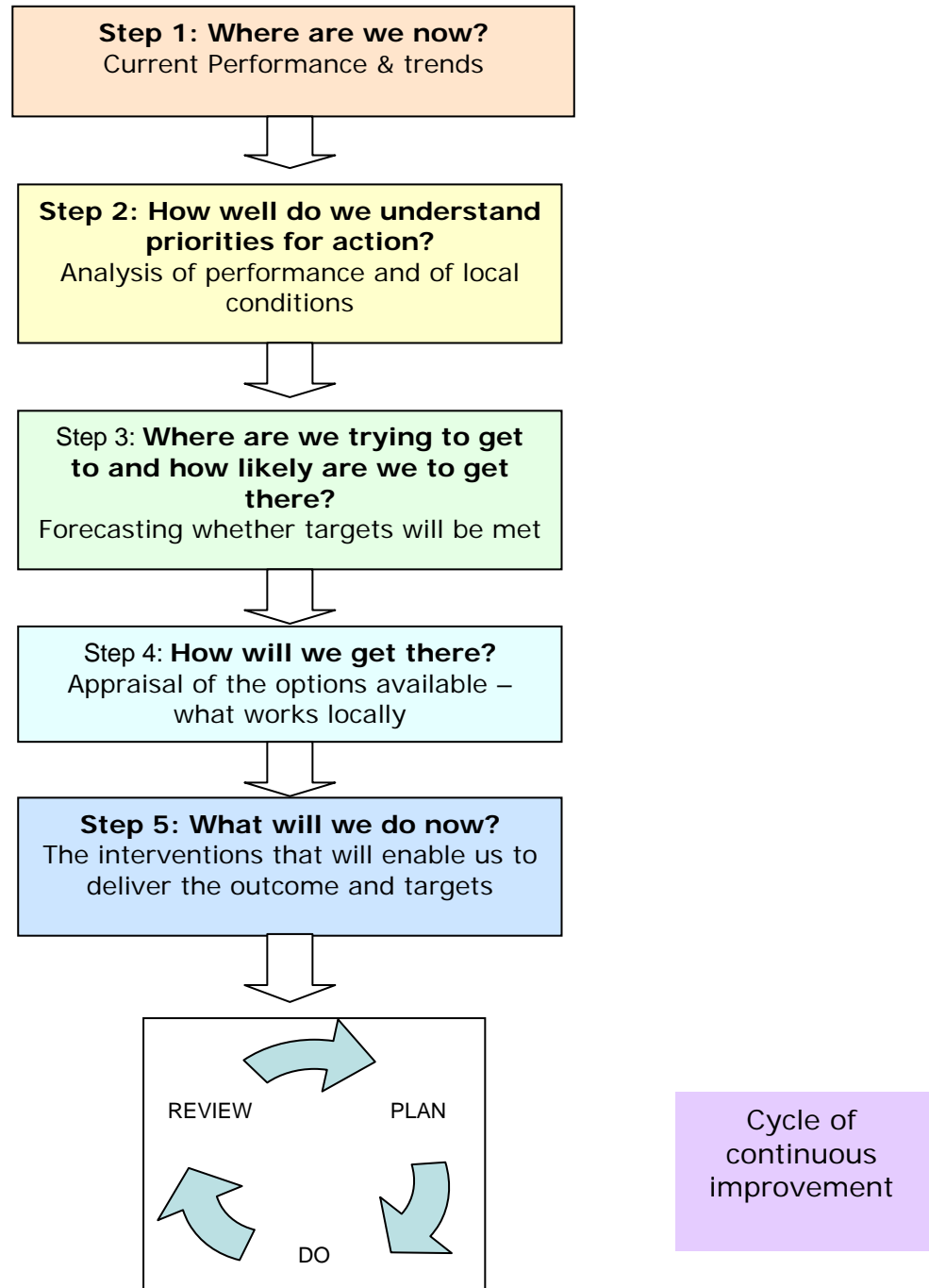
In setting out an approach to Delivery Planning this Guidance also recognises that the LAA should not be seen as a tick box exercise on an indicator by indicator basis. There are consistent strands that connect the blocks and indicators together and this is further reinforced by the three cross cutting themes of the LAA and the overriding vision of Narrowing the Gap.

The remainder of this document sets out the approach that each block should take towards delivery planning. It is envisaged that further supplementary guidance will be issued; as more information becomes available and to meet the demands of partners during the delivery planning process.

3-The Five Steps

Those involved with the previous LAA will be familiar with the 'Five Steps' approach that was adopted for the delivery planning process in 2007. The approach itself is associated with Neighbourhood Renewal Funding and has been further adapted and refined based upon the Warwickshire experience. The information below forms the basis of the approach to delivery planning in Warwickshire and should be read prior to completion of the template that is attached within the appendices.

Overview of Five Steps



Key Questions for the 5 steps

Step 1: WHERE ARE WE NOW? Current performance and trends
<ul style="list-style-type: none">• Does everyone understand the definition of the indicator and the baseline information?• How does performance compare across the county, districts, neighbourhood/SOA, regionally, nationally?• What are the sources of evidence available other than just the basic indicator data?• What are the trends for this indicator (steady improvement, erratic, steady decline)?• Is the gap between best and worst across the county (and/or nationally) closing or widening?
Step 2: HOW WELL DO WE UNDERSTAND PRIORITIES FOR ACTION? Analysis of performance and of local conditions
<ul style="list-style-type: none">• Where are the problems with achieving this target? Are they in particular areas in the county, particular neighbourhoods, specific target groups?• What are the causes of weak performance? (Why is it different in different areas?)• What are the drivers for poor performance? What are the barriers to improvement?• Is there other information that will help analyse the problems?• What are the current services and interventions impacting on this initiative?
Step 3: WHERE ARE WE TRYING TO GET TO? Forecasting whether targets will be met
<ul style="list-style-type: none">• How effective are current services and interventions?• Will current interventions realistically meet the target?• How big is the gap?• What are the key factors and risks that are likely to affect achieving the required performance?
Step 4: HOW WILL WE GET THERE? Appraisal of the options available – what works
<ul style="list-style-type: none">• What are the options to tackle this issue? (more of the same at greater intensity; improve existing interventions; doing different things)• What evidence do we have that these actions will be effective?• What are the resource implications? Is there adequate capacity to make these interventions?• What activities/actions should we favour and why?• Have we challenged with partners that this is the most promising (ie evidence-based) approach / package of interventions?
Step 5: WHAT WILL WE DO NOW? The interventions that will enable us to deliver the outcome and targets
<ul style="list-style-type: none">• What are the specific actions we are going to take?• Who is responsible for doing what? Do they know?• Who is responsible for co-ordinating and driving implementation of the plan?• Who will help to overcome obstacles?

Complete delivery plan template

4-Narrowing the Gap

The overriding vision of the New LAA, as with the old, is to 'narrow the gap'. Narrowing the Gap has been identified by the Public Service Board as:

'Reducing differences across the County in terms of achievement, opportunity and quality of life'.

Whilst it has been agreed by the Board that priority should be given to addressing the gaps that exist between some of the communities in Nuneaton and Bedworth and elsewhere in the county, it has been clearly understood that the Board wishes to ensure a focused but holistic approach which would:

- Address gaps /issues affecting geographical communities in all five areas of the county and
- Also address gaps / issues affecting communities of interest no matter where they may reside (e.g. some disabled people, some people with mental ill health or learning disability, some people from BME groups, some carers etc.)
- Focus on complex issues that can only be addressed through a genuine partnership approach whereby agencies pool resources and effort in pursuit of the shared ambition of narrowing the gap.
- Focus effort though through joint action in relevant local communities / with communities of interest

In defining its approach to Narrowing the Gap, the Board have agreed on the selection of the following 15 indicators:

NI No	LAA Theme	Description
75	Children & Young People	5 + GCSEs A* - C or equivalent including Maths and English
116	Children & Young People	Proportion of children in poverty
117	Children & Young People	16-18 year olds who are Not in Education Employment or Training
15	Safer	Serious Violent Crime (inc Domestic Violence)
16	Safer	Serious Acquisitive Crime
21	Safer	Dealing with local concerns about anti social behaviour and crime by the local council and the police
4	Stronger	% of people who feel they can influence decisions in their locality
1	Stronger	% of people who believe people from different backgrounds get on well together in their local area
120	HCOP	All Age, All cause Mortality
123	HCOP	Smoking Cessation
152	Economic Development & Enterprise	Working age population on out of work benefits
163	Economic Development & Enterprise	Working age population with Level 2 qualification

166	Economic Development & Enterprise	Average earnings of employees in the area
175	Economic Development & Enterprise	Access to services and facilities by public transport walking & cycling
195	Climate Change & the Environment	Improved street and environmental cleanliness (levels of graffiti, litter detritus and fly posting)

It should also be noted that in addition to the above, many of the indicators either implicitly or explicitly have reference to the gap either by reference to sections of the community or by geography:

NI No	LAA Theme	Description
LAA Indicators		
NI 56	Children & Young People	Obesity amongst primary school children at Year 6
NI 71	Children & Young People	Children who have run away from home/care overnight
NI 92	Children & Young People	Narrowing the Gap between the lowest achieving 20% in the early Years Foundation Stage Profile and the rest
NI 99, 100 & 101	Children & Young People	Educational Attainment of Children in care
NI 30	Safer	Re-Offending rate of PPO's
NI 40	Safer	Drug Users in Effective Treatment
Local Indicators		
NI 102	Children & Young People	Achievement gap between pupils eligible for free school meals and their peers
NI 112	Children & Young People	Under 18 conception rate
NI 79	Children and Young People	Achievement of a Level 2 qualification by the age of 19
Locals plus NI 8	Healthier Communities and Older People	Indicators relating to exercise, and consumption of fruit
NI 187	Climate Change & the Environment	Tackling Fuel Poverty

In terms of addressing gap issues it is recognised that initial activity may focus on the measurement of the gap before prioritised activity can be undertaken in Years 2 and 3.

5-Cross Cutting Issues

The New LAA is an interconnected document and this is reinforced by the vision of 'Narrowing the Gap' (discussed above), the presence of three cross cutting themes and the existence of contributory indicators.

Cross Cutting Themes

Three cross cutting themes have been identified which will impact across the LAA and these should receive focused coordination during the delivery planning stage and subsequent implementation.

These issues are:

- Equalities and Cohesion
- Culture Sport and Active Recreation
- Rural Issues

Relevant groups and individuals (e.g. Warwickshire Rural Communities Council, Lead Officers for Cultural Services) within the cross cutting themes have been asked to consider the New LAA and prioritise those indicators and blocks where cross cutting issues should be incorporated within overall delivery arrangements. It is envisaged that the exercise should be completed by the end of June enabling supplementary guidance to be issued to the Blocks in early July-to provide assistance during the delivery planning process.

Contributory Indicators

In addition to the structure around six blocks of the New LAA, there is also connectivity between the issues being tackled across the agreement. To reinforce this-activity in each of the blocks should, wherever possible contribute to the indicators in the other blocks. Such an approach also promotes efficiency as it maximises use of resources into activities that can deliver a number of targets. In terms of the New LAA there are a number of indicators that have the potential to contribute towards the delivery of one or more indicators across the New LAA:

Block	Indicator
Children and Young People	Links across most of the blocks specifically Safer (see below) and Economic Development through Child Poverty (NI 116) and the Skills agenda.
Safer Communities	Anti Social Behaviour (NI21) has links with Cohesion (NI 1), the Children's block through absences, bullying, positive activities, youth justice and NEETS (NI's 69, 87, 110, 111, and 117)
Stronger Communities	Volunteering (NI 6) has the capacity to deliver targets across a number of other blocks. Cohesion (NI1) has links with affordable housing (NI 155)
Healthier Communities and Older People	There is a link between the Health Indicators (NI 120 and 123) and Economic Development through people on out of work benefits (NI152)
Economic Development and Enterprise	This block has links with Health and the Children's agenda through emphasis on skills and income. Access to Services (NI 175) has potential to overlap all of the blocks.

Climate Change and Environment	Potential links with the Children and Young People through education and participation. Also some links between the streetscene indicator (NI 195) and the Safer block
Local Indicators	Physical activity and healthy eating indicators have linkages with the Children's Block (obesity, positive activity)

6-Localisation and Borough/District LSP's

Localisation is essential to the delivery of the LAA and the involvement and participation of LSP's in Countywide Theme Groups during the delivery planning stage is essential to the achievement of this goal. Localisation may involve some or all of the indicators in priority areas. In some cases the task will be made easier (e.g where the indicator refers to priority areas). In other case further investigative work may be required to identify priority areas.

From an LSP perspective it is essential that there is a general commitment to incorporate the activities of the LAA within existing SCS's or, where they are being developed, to align as far as possible activities at a local level with what has been agreed on a countywide basis. This ensures that activity is being undertaken to deliver all indicators.

Localisation recognises that some indicators will have more resonance than others depending upon the local area and that whilst the delivery of some indicators will require a consistent countywide approach; others will need to be tailored to meet the specific needs of local communities.

To succeed, the process must commence from both a 'top-down' and 'bottom-up' level. In practice this means that countywide theme groups and local LSP's through consultation examining indicators and determining:

At a Countywide level:

- a) Is it appropriate to set localised targets?

At local LSP level

- b) Is it a priority for local improvement?

There are three other issues to consider during the localisation process.

1-The absence of localised data should not preclude efforts at localisation if it is evident that this can be obtained in due course. Consultation with Performance Leads and the Warwickshire Observatory should assist to achieve this aim.

2-The localities approach will be implemented during 2008/09 and this will involve locality profiles and plans for each of the 23 localities including plans. Localisation, therefore, should not be restricted to a purely Borough/District level.

3- Most of the focus in the first year of the LAA has been on the extent to which countywide structures engage with local LSP structures and vice versa. Whilst this focus has been legitimate and is still relevant it has meant that avenues of multi-LSP co-operation has not been explored fully. In essence this means LSP's considering 'coalitions of commonality' which transcend traditional borough/district boundaries to address issues which require a wider partnership approach.

7-Involvement

The production of the New LAA has involved extensive consultation with partners, agencies, stakeholders, voluntary and community groups. It follows, therefore, that the delivery planning process should also be conducted in an open, inclusive and participative manner.

Initial co-ordination of the delivery planning process will be conducted at a countywide theme group level. It is therefore the responsibility of the Block Leads to ensure and demonstrate:

- Involvement of the Countywide Theme Group in the preparation of the delivery plan
- Involvement of the relevant theme groups of Local LSP's
- Where appropriate input from relevant individuals for the incorporation of cross cutting themes within delivery
- Participation of Voluntary and Community Sector and Town and Parish Councils
- Service Users
- Involvement of Councillors to ensure democratic accountability
- Specialist expertise-the Theme Group should identify areas of specialist support to assist during the production of the plan. This could involve support from:
 - Finance officers-for clarification on resources
 - Performance Leads-for clarification on matters relating to data quality, collation and reporting
 - Warwickshire Observatory-where further work has been identified in relation to data analysis

8-Summary of Key Requirements

The Timetable

Requirement	Responsibility	Due Date
Delivery Planning Guidance Issued	Bill Basra	23/6
Cross Cutting Supplementary Guidance	Bill Basra	11/7
Additional Information circulated on evaluation tools and localisation.	Bill Basra	18/7
LAA Delivery Plans to be submitted	Block Leads	15/8
Evaluation/feedback of LAA Delivery Plans	Bill Basra	29/8
Submission of LAA Delivery Plans to PSB	Bill Basra	Mid September
PSB consideration and approval	PSB	Late September

It is appreciated that there will be an overlap between action and approval as Blocks seek to progress LAA year 1 targets from 1st July 2008. It is therefore proposed that Year 2 and 3 activities be listed to make the task of Delivery Planning for Year 2 activity (Jan-March 2009) a less onerous process.

Roles and Responsibilities

Block Leaders

- Read Guidance and Approach
- Convene Meetings/Identify Key participants
- Examine Indicators
- Identify current actions and new interventions that will:
 - Contribute towards targets
 - Narrow the Gap
 - Incorporate cross cutting issues
 - Ensure Localisation
 - Has resonance with citizen priorities/key outcomes
- Complete paperwork in accordance with timescales

- Ensure follow up action is undertaken where required including the:
 - Identification of resources
 - Liaison with performance leads
 - Consultation with Warwickshire Observatory

LAA Co-ordination

- To provide support, advice and assistance
- To act as 'critical friend' during evaluation and feedback process
- To ensure timely submission to PSB in late September

Local LSP's

- Liaison with Countywide Theme groups and PSB
- Identification of priority areas/localisation
- Assessment of linkages both within the LSP, between the LSP and countywide structures and between LSP's on areas of 'commonality'

9-Contacts and Further Support

Copies of this Guidance together with stand alone templates are available on the LAA website: www.warwickshire.gov.uk/laa

Further support can also be obtained through contacting:

a) For general enquiries and specific enquiries on Healthier Communities and Older People/Economic Development and Enterprise/Climate Change and Environment Blocks

Bill Basra

LAA Manager

01926 412016 or billbasra@warwickshire.gov.uk

b) For general enquiries and specific enquiries on Children and Young People /Safer Blocks

Louise Richards

Policy and Partnerships Co-ordinator

01926 412904 or louiserichards@warwickshire.gov.uk

c) For specific enquiries relating to the Stronger Block

Nick Darwen

VCS Relationships Manager

01926 736147 or nickdarwen@warwickshire.gov.uk

d) For general finance queries

Virginia Rennie,

Group Accountant (Co-ordination of LAA)

01926 412239 or virginiaennie@warwickshire.gov.uk

e) For the Warwickshire Observatory

For general enquiries and requests for specific information please email research@warwickshireobservatory.org

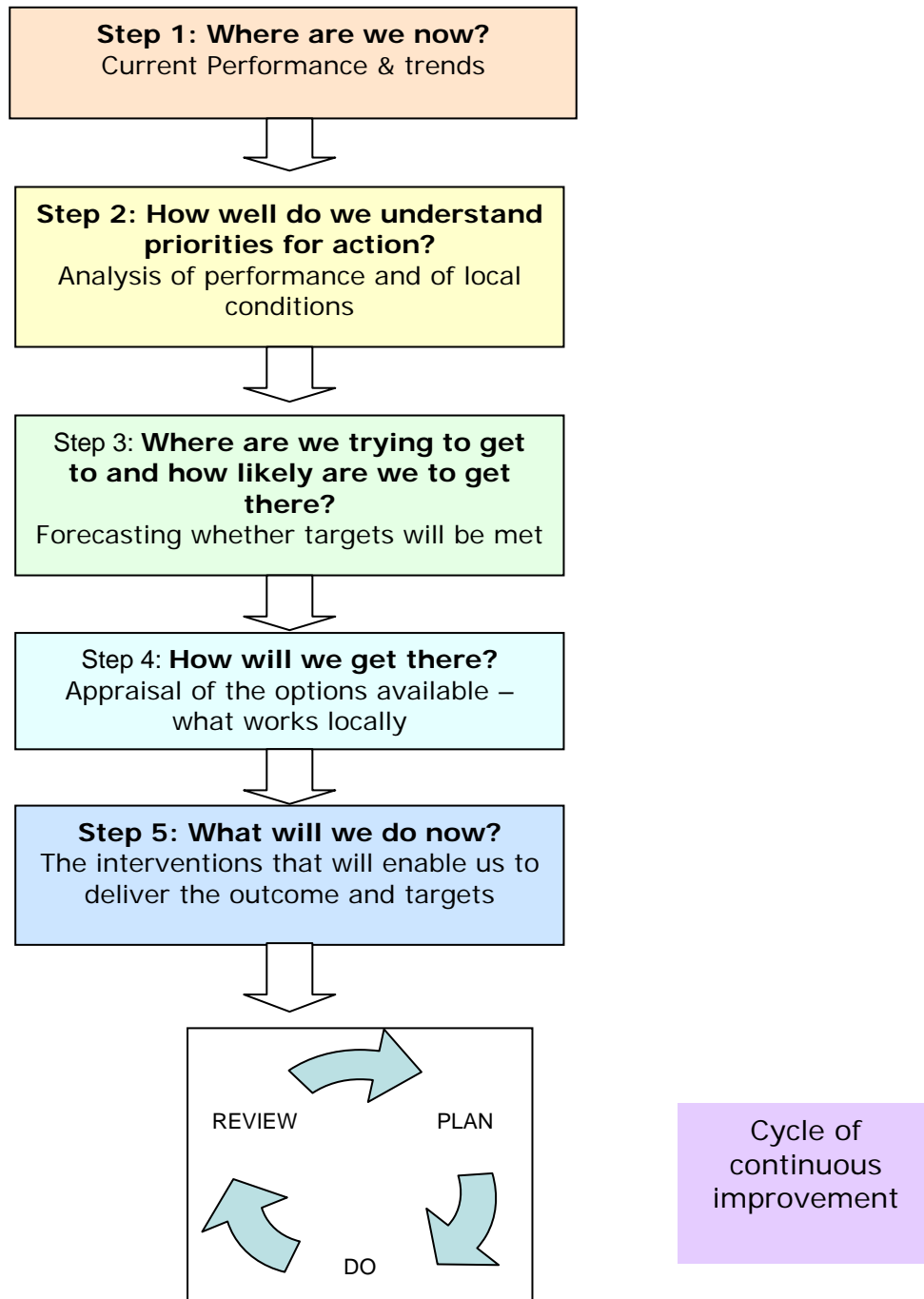
or:

01926 412775/01926 418066

LAA BLOCK	BLOCK LEAD	PERFORMANCE LEAD	SUPPORT OFFICER	FINANCE OFFICER
Children & Young People	Marion Davis – WCC Strategic Director Email: mariondavis@warwickshire.gov.uk Telephone: 01926 742388 P.A. Lydia Turpin – 01926 742585 Chair: Cllr Izzi Secombe cllrmsseccombe@warwickshire.gov.uk	David MacNiven -Education Officer Information Email: davidmacniven@warwickshire.gov.uk Telephone:- 01926 742468	Geoff King - Head of Service - Commissioning Planning & Partnerships Division geoffking@warwickshire.gov.uk Telephone: 01926 742389	John Betts - Head of Resources, CYPF,WCC johnbetts@warwickshire.gov.uk
Safer Communities	Andy Parker – Deputy Chief Constable Warwickshire Police andy.parker@warwickshire.pnn.police.uk Telephone: 01926 415003 P.A. Jean Dore –01926 415087 Chair:	Julie Sullivan -Community Protection Email: juliesullivan@warwickshire.gov.uk Telephone: 01926 746804		Simon Pamey – Warwickshire Police Simon.pamey@warwickshire.pnn.police
Stronger Communities	Chris Elliott -Chief Executive Warwick District Council Email: chris.elliott@warwickdc.gov.uk Telephone: 01926 456000 P.A. Dot Tims –01926 456001 Chair:	Chris Charman Email: chris.charman@warwickdc.gov.uk Telephone: 01926 456028	Liz Young –Warwick District Council Email: liz.young@warwickdc.gov.uk	Mike Snow – Head of Finance, WDC Mike.snow@warwickddc.gov.uk
Healthier Communities & Older People	Graeme Betts -WCC Strategic Manager graemebetts@warwickshire.gov.uk Telephone: 01926 412198 P.A. Julie Quinn – 01926 412198 Tim Davies Email: tim.davies@warkpct.nhs.uk Telephone: 01926 493491 Ext 255 P.A. Sheila Taylor Chair: Cllr Bob Stevens CllrStevens@warwickshire.gov.uk	Carole Edkins - Health Improvement Manager Email: caroleedkins@warwickshire.gov.uk Telephone: 01926 493491 Kim Harlock (WCC) kimharlock@warwickshire.gov.uk Tel: 01926 731078 Jon Reading (WCC) jonreading@warwickshire.gov.uk Tel: 01926 745141		Ron Williamson Head of resources AH&CS – WCC ronwilliamson@warwickshire.gov.uk
Economic Development & Enterprise	Louise Bennett – Director of Coventry & Warwickshire Chamber of Commerce Email: louiseb@cw-chamber.co.uk Tel: 024 7665 4321 P.A. Beryl Berridge – 024 7665 4321 Chair: Cllr Ian Lloyd ian.Lloyd@nuneatonandbedworth.gov.uk	Janet Fortune –Manager Email: janetfortune@warwickshire.gov.uk Telephone: 01926 412739		Liz Firmstone – Financial Services Manager E&E WCC lizfirmstone@warwickshire.gov.uk
Climate Change & the Environment	Christine Kerr – Chief Executive of Nuneaton & Bedworth Borough Council christine.kerr@nuneatonandbedworth.gov.uk Chair: Cllr Geoff Ashford geoffrey.ashford@nuneatonandbedworth.gov.uk Telephone: 02476 376210 P.A. Lyndsey Millington – 02476 376439	Nik Moore – Quality & Performance Manager – Rugby District Council Email: nik.moore@rugby.gov.uk Telephone: 01788 533846	Alan Franks – Nuneaton & Bedworth Borough Council alan.franks@nuneatonandbedworth.gov.uk	Richard Warne Head of Finance N&BBC Richard.warne@nuneatonandbedworth.gov.uk

Appendix-The Delivery Planning Documentation

The Five Steps to prepare delivery plans for the LAA



KEY QUESTIONS for the 5 steps

<p>Step 1: WHERE ARE WE NOW? Current performance and trends</p> <ul style="list-style-type: none"> • Does everyone understand the definition of the indicator and the baseline information? • How does performance compare across the county, districts, neighbourhood/SOA, regionally, nationally? • What are the sources of evidence available other than just the basic indicator data? • What are the trends for this indicator (steady improvement, erratic, steady decline)? • Is the gap between best and worst across the county (and/or nationally) closing or widening?
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<p>Step 5: WHAT WILL WE DO NOW? The interventions that will enable us to deliver the outcome and targets</p> <ul style="list-style-type: none"> • What are the specific actions we are going to take? • Who is responsible for doing what? Do they know? • Who is responsible for co-ordinating and driving implementation of the plan? • Who will help to overcome obstacles? <p style="text-align: center;">Complete delivery plan template</p>

WARWICKSHIRE LAA IMPROVEMENT DELIVERY PLAN TEMPLATE

A-Overall Summary

A1	Block	
A2	Vision for the Block	
A3	Indicators focussed on Narrowing the Gap	
A4	Indicators incorporating cross cutting issues	
A5	Statement of Involvement	
A6	Localised indicators	

A1-Insert name of Block

A2-What are the overall aspirations/outcomes for the block

A3-List by NI number

A4-List by NI number

A5-Paragraph listing participants involved in the preparation of the delivery plan

A6-List by NI number those indicators that have been localised to LSP's and whether to all or (by name) to some.

B-Block LAA and Local Indicators

Please ensure that PSB priorities in relation to Narrowing the gap are listed first. Where targets have been localised please also to demonstrate the link between local activity and the delivery of the overall LAA targets.

LAA Indicator	Block:		
Baseline performance	Target improved performance Year 1	Target improved performance Year 2	Target improved performance Year 3

C-Partnership Involvement

Please list all partners directly involved in delivery. Inclusion indicates that the partner is aware that they are listed and are committed to contributing to their part of the delivery plan

Name of organisations involved in delivery	Name of service/department (as appropriate)	Partner link person/contact details	Has the organisation signed up to this delivery plan Yes/No

D-Interventions to Improve Performance Towards Outcome Targets

The table below is intended to provide a high level summary of the key activities, on an indicator by indicator basis, that will lead to the achievement of the improvement targets. Activities should span the 3 year period of the LAA – it is recognised that activities may be less well developed for years 2 and 3 at this stage. Please also specify within the activity column whether activity can be sourced to other strategic plans.

Key Areas for Improvement	Activity	By whom? Name/organisation	Milestones	Target Date for milestone
	Activity 1			
	Activity 2			
Risk management: Description of any high level risk	Actions to mitigate risk	By whom – lead officer	Timescales	

RESOURCE PLAN

Please provide an assessment of the total costs required to deliver the plan. This is needed to

- illustrate the total investment being made
- identify the relative contribution different partners are aligning
- illustrate the link, where appropriate, to the LAA centrally pooled funding

Financial years:	What is being funded (eg. Staff, buildings, technology, equipment, services)	Capital: £	Revenue: £	'In kind' support: £	Total: £	Source of funding (specify funding stream and organisation receiving the funding)	Funding assured? Y/N

Completed by:	
Date:	