



CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Committee Report

Public

Date of Meeting: 10 January 2008

Title: Introduction to the “New Style” Local Area Agreement (LAA) for 2008-2011

Report of: Carlisle Partnership Manager

Report reference: PPP 03/08

Summary:

This report aims to:

- 1. Introduce members to the layout and implications of the “New Style” Local Area Agreement which will come into effect in April 2008.**
- 2. Explain the background and development processes which are being undertaken, the time line and importantly, the opportunities for comment and input.**
- 3. Present the initial drafts of the content and targets presently under negotiation.**

Questions for / input required from Overview and Scrutiny:

- 1. To note the development of the “New Style” Local Area Agreement (LAA) 2008, to date.**
- 2. To consider the potential implications of the LAA 2008 for Carlisle City Council.**
- 3. To note the LAA 2008 draft content.**
- 4. To provide feedback to Cumbria Strategic Partnership (via Thematic Group representatives and the Carlisle Partnership Executive) for consideration in the further development of the Agreement. (Carlisle Reps at Annex F)**

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers: None

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1. BACKGROUND INFORMATION

An in depth description of the background and development process is at Annex A.

2. Local Area Agreement (LAA) 2008 structure and development

The agreement is likely to be constructed in three sections:

A. The Cumbria Story of Place – a summary

Consisting of descriptive elements, key issues and aspirations.

(First draft to Government Office North West (GONW) at Annex B.

B. Targets

A tabulation of targets in three segments

a.Up to 35 targets selected from the National Indicators Set (NIS at Annex C) and agreed with GONW on behalf of Department of Communities and Local Government (DCLG) and 16 mandatory Local Authority and School targets 2009 (at Annex D)

b.Additional locally agreed indicators – which may be selected from the NIS or created to meet local circumstances. (These targets will not be agreed outside Cumbria, but will commit individual Cumbria public service partners to their delivery nonetheless, via their duty to cooperate).

c.A list of Stretch targets carried over from the LAA 2007 and still in force and still attached to reward funding to be known as “Legacy targets”.

C. An explanation of the development of the LAA 2008 and the methodology applied to target prioritisation.

The finished document will be around 25% of the bulk of the LAA 2007 which is a reflection of the much more focused attention paid to fewer targets (170 – 2007, “up to “ 35 +16 - 2008).

An initial, proposed, list of targets is at Annex E. These targets are likely to be grouped into five or six headings and the list further focused.

3. Local Area Agreement (LAA) 2008 time line

26th Nov	CSP Exec considered a list of emerging priorities developed by the Thematic partnerships.
30th Nov	Open event considered development of LAA to date
6th Dec	Transitional review with GONW and discussion of potential priorities for new LAA
7th Dec	Open event to consider development of LAA to date
11th Dec	Meeting of thematic partnership chairs to consider further development of the LAA
21st Dec	Submission of first draft "The Cumbria Story of Place" to GONW
09th Jan	Workshop led by CSP Thematic Group Chairs to review the latest "up to 35" Targets list before submission
15th Jan 08	Sustainability workshops funded by DEFRA
15th Jan 08	Submission of next list of "up to 35" targets to GONW
22nd Jan 08	CSP Exec meeting to consider list of indicators that will be submitted to GONW
28th Jan 08	Further Submission of revised "up to 35" targets to GONW
Feb 08	Negotiation of targets for the "up to 35" targets indicators - this could go on until June

Please note:

1. The time-scales for these processes are very tight and deadlines are moveable. The LAA 2008 is due to go live in April 2008 though Ministerial sign-off is not scheduled until June 2008.

2. Guidance from DCLG was not published until late November 07 and contains some ambiguities, complicating a process which is already on a very tight time-line.

5. IMPLICATIONS

- Staffing – City Council Officers are involved in the preparation of the LAA 2008 as representatives on CSP Thematic Groups and in support of Carlisle Partnership at the CSP Executive Board.
- Financial – At this stage it seems unlikely that there will be any direct implications. (see legal)
- Legal – The “New Style” LAA will be a contractual document committing the City Council (along with other public bodies) via its “Duty to Co-operate” to its constituent outcomes. The present arrangements for Governance developed for the LAA 2007 will be extended. However members should note that ambitious plans have been formulated by Cumbria County Council to change the nature of the governance arrangements and the relationships of CSP, LSPs and CLASB (to include a Public Service Board currently entitled “Cumbria PLC”) which may have far reaching consequences beyond the scope of this report.
- Corporate – The “New Style” LAA processes and likely targets will align well with the detailed content and the cultural tone of the City Council’s, Corporate Plan. There has been close co-operation between Officers involved in the parallel developments of Carlisle Partnership’s Community Plan, City Council’s Corporate Plan, the extant LAA 2007, the Cumbria Sustainable Community Strategy and the LAA 2008 (both under development)
- Risk Management – The potential funding and governance developments associated with the “New Style” LAA 2008 will need to be carefully monitored and may change the risk profile of the City’s involvement in the various responsible bodies.
- Equality and Disability – Extensive consultation and proofing arrangements are in place and impact assessments will be generated.
- Environmental - Extensive consultation and proofing arrangements are in place. It is likely that the Cumbria Sustainable Community Strategy will reinforce the commitment to environmental matters in the LAA 2008 itself.
- Crime and Disorder – Will continue to be a strongly represented theme within the LAA 2008.
- Impact on Customers – The purpose of the LAA 2008 will be to act as a key delivery vehicle for the Cumbria Community Strategy. The vision for the Strategy is under development but will be based on the ambition to: “Improve the Quality of

Life” under the themes of, Independence, Inclusion and Aspiration. The impact on Carlisle residents will be positive.

The 2008 “New Style” LAA development processes

Introduction

The 2007 Cumbria Local Area Agreement (LAA) received ministerial sign off in March 07. The Cumbria Strategic Partnership (CSP) has been working hard to deliver the outcomes expressed in the agreement. Strategic partnership working within the county, has been strengthened by the creation and activation of the LAA and it continues to develop and improve in order to ensure there is clarity in decision making, minimal duplication and joined up delivery.

The CSP developed 3 year targets as part of the 2007 LAA and had expected to refresh the document on an annual basis however the White Paper “Strong and Prosperous Communities” and subsequent documentation introduced a change of LAA model from 2008 and presented Cumbria with fresh opportunities and challenges.

Cumbria was nominated as one of 17 Dry Run testing areas for the “New Look” LAAs providing a useful opportunity to consider what these new style LAAs might mean for Cumbria and giving the County a head start by:

- testing out ideas about the process and methodology for prioritisation
- considering funding related issues
- learning from other areas
- contributing to the development of LAA guidance
- supporting the development of the National Indicator Set (NIS) and systems to support data collection

Additionally the experience to date of delivering the 2007 LAA has been invaluable. Performance managing the 2007 LAA has highlighted the importance of developing an agreement that adds value to what already is being delivered in the area. It has also become clear that issues of data quality and the choice of some indicators present challenges in terms of performance monitoring and management.

Context

Cumbria’s 1st Countywide Community Strategy was agreed in 2004. At the time the publication of this document was a real achievement in terms of partners working together to express a number of shared aspirations. The White Paper very clearly defined the purpose of a Community Strategy and for this reason Cumbrian partners have chosen to refresh the countywide Community Strategy. The time-scales to develop a new style LAA have complimented the development of a refreshed Community Strategy which will be launched on April 1st 2008.

The draft Cumbria Community Strategy has been out for consultation and will be revised to take account of partners comments. The final Cumbria Community Strategy will provide a strong Cumbria story detailing the aspirations and ambitions for the County and the outcomes we can expect for the people of Cumbria. The “New Look” LAA will play a vital role in delivering key aspects of the strategy, bringing partners and resources together to do this in an efficient and well managed way, providing value for money and making the most of the expertise and skills of the public, private and third sector.

Vision

The local policy context for the new LAA for Cumbria is given in the new Community Strategy. A long term vision for improving quality of life in the county is under development involving Partners from across the public, private and third sector representatives of the Cumbria Strategic Partnership. At present it seems likely that the specific focus for the 2008-2011 LAA in Cumbria, building on the existing LAA approved in March 2007, will be a policy platform built on three interlinking themes:

- Independence • Inclusion • Aspiration

INDEPENDENCE

Independence is important in Cumbria. This is due to the geography of the County – its remoteness from the major urban centres in Manchester and Newcastle; and the fact that as a sparse rural County most people live in small communities. People are proud of their communities and their independence and we need to build on this strength. We want higher levels of engagement in the decision making that affects people’s lives and we want to increase the already high levels of volunteering because we believe this is what makes our communities stronger and more vibrant.

The population of Cumbria is changing. The number of older people is increasing more rapidly than the national trend. We want to support older people to stay fit and remain active and thereby increase their independence. This also helps improve levels of volunteering and strengthens civic society.

The County suffers from some significant levels of health inequality especially in areas of deprivation in Barrow, West Cumbria and Carlisle. We want to give people the support and encouragement to help change to a healthier lifestyle, through smoking cessation, more exercise and help on healthy eating, and thereby reduce their dependence on health services in later life.

INCLUSION

Cumbria has some enormous strengths and opportunities – world class skills and experience in nuclear and renewable energy and the outstanding landscape of the Lake District National Park, to name but two. However, the statistics for quality of life overall mask some significant issues in areas of deprivation. Hence a specific focus of the LAA is around narrowing the gap in performance in specific communities around worklessness, crime and disorder, poor health and educational attainment. Given the sparse rural nature of the County, we are keen to ensure the opportunity of access to services, jobs and shops and amenities. There are also a number of disadvantaged groups in Cumbria who are at risk of being excluded from a positive and active life. We need to use mechanisms like the LAA to address the inclusion agenda particularly for children (eg from low income backgrounds or at risk from disadvantage such as Looked After Children), people with learning difficulties or mental health problems.

Cumbria is undergoing demographic change in a number of ways, including the influx of people from outside the County coming to live or work here from elsewhere in the County or migrant workers from the EU – vital to the economy in areas such as tourism and agriculture. We want Cumbria to be an open welcoming place where people from all backgrounds get on well together.

ASPIRATION

We also want to use the LAA process to raise aspirations in Cumbria. Despite our many successes we are too ready to 'hide our light under a bushel' or aim for the average. We want to instil a culture of excellence. In particular, we want to retain more children and young people in the County by helping them to feel confident that they have a bright future here – where they can be stimulated to learn and improve, can afford to buy a house and can get a job. We want more young people in education, employment and training and more going on to higher education. We want those young people to remain here and contribute to and benefit from the vast range of experiences that Cumbria will have to offer.

Whilst the Lake District is one of the best places in the world to visit and take a holiday in, we believe that more can be done to improve the visitor experience by enhancing the tourism offer and raising expectations. As environmental and security challenges increase, we need to raise our game to capitalise on the increasing desire to holiday and spend leisure time in the UK.

Tourism is a significant part of the Cumbria economy. Whilst the economy is improving, as measured through gross value added, the pace of increase is not sufficient to support the Cumbria we want in the future. We want to raise aspirations in our areas of strength (eg tourism and the nuclear industry) as well as encouraging more business start-ups and higher skill levels for people in Cumbria.

Developing the refreshed LAA

Building on the experience of the 2007 LAA, a cross partnership team of lead officers with expertise in financial matters, performance management, and partnership management is working with thematic lead officers to ensure that the new LAA is developed efficiently and realistically and that delivery is co-ordinated. It is expected that over the coming months GONW will provide the advice, challenge and support and will work closely with the co-ordinating team to ensure deadlines are kept and that there is clear and open communication between Cumbria and GONW.

In Cumbria the LAA is being viewed as a key delivery vehicle for the refreshed Community Strategy that will be finalised in the new year. This means that the 2008 LAA will focus on aspirations and ambitions, as well as addressing issues of underperformance within the county.

Thematic Partnerships and 2008 Cumbria Agreement

Having absolute clarity about where the discussions will be taking place to develop the LAA is essential. Work over the past 6 months to implement the LAA (2007) governance framework has supported this understanding; which is resulting in clearer routes for communication and engagement with localities and the third sector.

The Thematic Partnerships of the CSP are the best placed arenas for these discussions and are now acting as hubs for management and delivery of the current LAA. The Chairs of the Thematic Partnerships will come together to take a holistic view on the content of the refreshed LAA and make recommendations to the CSP Executive. Thematic Partnerships have adopted a set of principles (developed through the dry run) to help guide them through the process of prioritisation:

- Impact on achieving the priorities in the Community Strategy?
- Contribution to achieving national priorities for Cumbria?
- Cost to influence achievement?
- Can you make it happen in 3 years?
- Does it require joint or partnership working?
- Degree of impact on multiple CS outcomes across themes?
- Is there a performance gap?
- Is this a priority for the people of Cumbria?

An evidence base to develop the LAA

Cumbria has worked hard with partners to develop more of a shared evidence base over the past year. Officers from all key public services now meet together on a regular basis to consider and share information and intelligence. Our involvement in the North West Information Management programme has given Cumbria a useful insight into the development of the NIS, and work started earlier this year to consider how we would deal with the NIS when it was released. Thematic Partnerships have got excellent links into the development information hub.

The starting point for developing priorities for the LAA is clearly the countywide Community Strategy which should link clearly to the 2008 LAA. Thematic Groups initially developed thematic priorities using their own networks and groups, linking to localities and the third sector. Thematic Lead officers and Chairs then worked together to develop the shared list, focusing on issues that were clearly cross cutting and well evidenced.

ACE events have taken place to consider a number of the cross cutting issues that appeared in the 2007 LAA and which were likely to be brought forward into the refreshed LAA. Workshops on Domestic Violence, Culture, Alcohol and Housing have taken place with representatives from all Thematic Partnerships and local authorities which generated some new ideas about how to tackle these issues in partnership; and ways in which the importance and relevance of cross cutting issues can be emphasised across partnerships. Additional "Shaping the LAA" workshops have will taken place (at which there was strong third sector and elected member engagement) which have provided an opportunity for partners to discuss and debate the suggested priorities. The current "List" is at Annex A though it is stressed that this is very much a draft for negotiation and improvement.

Equalities and Proofing

In formulating suggestions for priorities Partnerships have been asked to specify whether or not there is a specifically relevant group or geography, with the intention of encouraging consideration of vulnerable and minority groups or places, making use of the available evidence base. The "shaping the LAA" workshops, were supported by members of the Cumbria Equalities and Diversity Partnership (CEDP). The draft LAA will undergo a sustainability check by external facilitators with representatives from the CEDP playing the role of "critical friend" on equalities issues. Key indicators relevant to equality and diversity will be "tagged" for monitoring.

During target negotiations and action planning Thematic Partnerships will make assessments of the potential impact proposed targets and activity will have on any of the equalities strands. It may be that more "narrowing the gap" type targets will emerge specifically focussed on a geography or groups of people. The CEDP's advice will be sought about how we ensure action plans are impact assessed.

Member Engagement

Involving members from all Cumbria's local authorities and the Lake District National Park Authority is vital as they provide democratic leadership and are a strong link with the communities we serve. As all Council Leaders are represented on the CSP Executive there has been engagement of the most senior members in the county and Scrutiny will play an important role in sense checking the emerging priorities as we begin to develop ideas further.

Members are involved in the thematic partnerships of the CSP and LSPs and will contribute to discussions and debates there about the LAA. The LAA is also a regular item on the agenda for the Cumbria Chief Executives and Cumbria Local Authority Strategic Board (CLASB) meetings.

Third sector and Private sector engagement

Whilst developing the 2007 LAA it was recognised by the CSP and thematic partnerships that engagement with both the third sector and private sector was vitally important. Partnerships (both CSP and LSPs) now have an increased awareness of and links into voluntary sector networks that can contribute towards the development of the agreement and delivery plans.

Consultation

DCLG timescales will make formal consultation on the detail of the LAA very challenging, however, as the LAA will be derived from the Community Strategy (which has undergone extensive consultation) we are confident that the priorities selected will resonate with partners and communities. However the emerging priorities will be considered and challenged by partners and the results taken into consideration by the Thematic Partnerships in the subsequent phases of LAA development.

Development of Governance and Financial Planning

A governance framework to support the management and delivery of the LAA was agreed by partners in 2007. The framework remains sound, but our ability to apply it rigorously will require some capacity building within individual Thematic Partnerships and with the CSP Executive. The framework may need to be revised in the event of any substantial changes that may occur in relation to the CSP Improvement Plan.

Government will no longer allocate any funds specifically for the LAA. There will be an "Area Based Grant", which will wrap up several existing local authority funds into a single grant payment, but this will not be ringfenced for the LAA. The intention is to give local authorities more flexibility over the use of funds, but enable government to distribute some resources in a more targeted way than is possible through the funding formula for mainstream grant.

The Use of Resources assessment in the new Comprehensive Area Assessment (CAA) will assess how effectively key partners have targeted all their resources (including but not limited to Area Based Grant) towards achievement of key outcomes. Those outcomes will include, but are not limited too, the targets in the LAA.

The Cumbria Story of Place - a summary (draft)

Submission to Government Office North West

21st December 2007



The Cumbria Story of Place

Almost all of the issues facing Cumbria over the next 30 years are common to the UK as a whole. Climate change and the impact of action to mitigate its effects, changing demographics creating older, more single-person and more culturally diverse households, increasing expectations for personalisation and quality of public services are just some of the specific priority issues we will all face together.

Key issues for Cumbria

Some of these factors though will impact much more dramatically, acutely or quickly on life in Cumbria than elsewhere. An increasingly aging population balance, the restructuring of the economics of agriculture and land-management, changing demands and expectations from tourism and the future for UK energy policy will have particularly strong resonance here, because of our current context, and based on predictable future trends. On many of these issues Cumbria is potentially in the vanguard of national thinking and has a chance to capitalise by spearheading innovation.

Distinctive solutions for Cumbria

Other dimensions of these issues – like provision of effective and efficient public services and the need for our economy to respond to globalisation will need particularly distinctive Cumbrian solutions, reflecting our settlement pattern, geography and history. Here then we have the chance to carve out unique solutions, drawing strength from our understanding of place rather than having to accept bog-standard national blueprints or models.

Narrowing gaps, tackling inequalities

In some cases though, broadly average county-wide performance on a range of quality of life indicators has obscured sharply localised inequalities for specific communities and neighbourhoods, particularly around issues like worklessness, crime and disorder, health and educational attainment. The priority which needs to be given to tackling these inequalities is highlighted throughout the strategy and will be addressed through a particular focus on narrowing the gaps within the LAA.

This section sets out key aspects of this context for Cumbria against each element of our vision. At the heart of this approach is a belief that by working more strategically with a better understanding of linkages between issues and areas, Cumbria can transform its approach to governance and dramatically improve quality of life for all.

Energetic communities

People here are passionate about the strength of their communities, evidenced by high levels of volunteering, self-help and community activism. Cumbria bucks the national trend of individuals withdrawing from civic society. It has the potential to further build on this strength and nurture those who contribute directly and personally to their communities. Fostering and investing in active, engaging, self-help promoting communities will underpin achievement of the entire strategy for Cumbria.

This will support strong and cohesive communities, deriving resilience from their increasing diversity as Cumbria welcomes increasing numbers of people from across the European Union meeting the needs of key sectors of our economy, particularly in tourism and agriculture. We want Cumbria to be an open welcoming place where people from all backgrounds get on well together.

Cumbria is already a safe county. Its low levels of crime must be maintained and, as importantly the fear of crime tackled, particularly recognising its potential to undermine cohesion and confidence within our communities.

Cumbria in the future will be a place young people want to stay in, come back or relocate to. This transformed offer for young Cumbrians will make sure their energy and commitment is harnessed for the County of the future. The late 20th Century saw an increasing association of city and urban culture with youth, equating metropolitan vibrancy and pace with 'growing up'. The early 21st Century is radically challenging these assumptions with information technology making networks virtual, social space frequently international and opportunities for interaction virtually limitless. 'Facebook' knows no geographical boundaries. 'MySpace' can be anywhere. Cumbria can and will benefit immeasurably from these social changes. Children growing up in Millom or Alston, Currock or Kendal need now be no more socially or culturally isolated than their peers in Manchester or Merseyside.

Young people living and working in Cumbria can expect to grow up in a County which is increasingly attuned to their needs and expectations. Nationally innovative collaboration between the new University of Cumbria, the Further Education Colleges, schools, business and the voluntary sector will mean learning opportunities that meet current needs but also, crucially, help to grow future economic opportunities.

Set against this positive, creative vision for Cumbrian society are very real concerns about the quality, accessibility and performance of local services. Across a range of sectors, pressure for efficiency and modernisation have led to fears about centralisation and consequentially reduced access for local, particularly rural communities. Our vision though is that Cumbria's citizens of the future will be better informed than ever, wanting and receiving choice and individualisation in the services they need.

Their expectations will be for services tailored around their needs, not those of a remote delivery organisation. They will expect organisations to share and manage data, enabling them to 'say it once', 'do it many times', having an interaction with intelligent public services as a whole, rather than having to deal separately and repeatedly with individual services in isolation.

To achieve this vision, public services in Cumbria will use the pressures for increased efficiency and quality of service, as well as rising public expectations as the catalyst for nationally innovative integration of policy and strategy, of common back office support and, crucially for collocation of front-line delivery within communities, maximising the value from limited resources. This, coupled with creative use of information technology will improve access to high quality services across Cumbria.

A commitment to a shared approach to consultation and engagement with communities will enable citizens to benefit from one-stop access to services from all organisations. This will simultaneously improve efficiency and effectiveness. It will also reconnect public servants with communities, making them directly accountable to the local population instead of remote administrations.

Energetic health

Our population has an increasingly aging profile – markedly ahead of national trends. We want to use this to give valuable insight on issues which will soon have national and international resonance. By leading work to support older people to stay fit, remain active and engaged in society, people growing older in Cumbria will benefit from investment in increasing independence.

This investment will be returned through the massive contribution older people will make to cohesive and strong Cumbrian civic society through their enthusiasm for volunteering and community activism, bringing their experiences to bear on issues and challenges in their neighbourhoods

While life expectancy in Cumbria is higher than the national average, there are stark differences between the health of people living in different parts of the county with those in some places dying an average of 13 years earlier than the county overall. Similar unacceptable variation occurs across indices like poor diet, smoking and alcohol abuse with under performance closely correlated with other indices of deprivation.

Cumbria is committed to becoming a health promoting county, using the vibrancy of its communities, its considerable natural resources, easy access to sport and recreation and outstanding quality of life to deliver benefits for long term health and wellbeing. Whilst current performance shows relatively high levels of people experiencing long-term limiting illness or rating their health as ‘not good’, we believe this picture can be turned around through action across all elements of this strategy.

Ensuring stronger and more vibrant communities will improve mental well being, self confidence and increase the influence people have on their lives and surroundings – a major contributor to health and well being. Building a stronger and more resilient economy will increase material wellbeing another key determinant. Tackling action in the round will make Cumbria a health promoting setting for all.

Energetic economy

Cumbria's economy will be transformed in the next thirty years. Knowledge based and creative industries which derive strength and resilience from our outstanding quality of life are turning around historic underperformance. Longstanding strengths in energy, manufacturing and tourism sectors are being refreshed. The importance of farming and land management to the County's economy has sometimes been marginalised or ignored but has to be central to our future vision, particularly given its role in creating and sustaining the high quality environment enjoyed by residents and tourists alike.

Unlike most of England there is almost no potential for investment in city regions to impact on or directly benefit Cumbria. Instead, as a strong, inter-dependent county region, Cumbria's future prosperity will come from investment and growth within the county, building on its intrinsic strengths. The collective potential resource from Cumbria's diverse communities is a massive and potentially tremendously creative force for good. We will find ways to harness this diver Cumbria enjoys substantial potential competitive advantage through the quality of its environment, its globally recognised 'Lakeland' brand, the clustering of high technology energy related businesses on the west coast and its focal position on major north-south routes from the North West into Scotland and the North East.

This advantage can best be realised through this strategy by ensuring the actions of all key organisations recognise and maximise their impact on prosperity, including creation of a public realm which matches the natural environment for quality and public services – particularly health and education – which compare favourably with national best practice

Energetic connections

Cumbria is often perceived as remote and distant from the major city regions – Manchester, Liverpool, Newcastle, Glasgow and Edinburgh, nationally perceived as economic powerhouses for increased prosperity and cultural centres for vibrant urban lifestyles. Yet perversely this isolation coupled with the sparsity of much of its settlement pattern means that Cumbria communities have a proudly independent spirit – a vibrancy of a very different, distinctive kind. It has also helped make Cumbria an influential meeting place, a border county able to draw strength from alliances and connections with other regions and nations.

Our vision is of a county which is effectively plugged into the mainline of communications, but whose tranquillity isn't diminished by strengthening improved, efficient and fit for purpose physical connections to major markets. We want to build a county where connections within Cumbria help reduce inequality. It will be a County where information and learning on excellence flows effectively from place to place and from organisation to organisation breaking down barriers without our distinctive and fiercely independent communities succumbing to the blandness which blights many town and city centres elsewhere in the UK.

The challenge for this strategy is to find ways of drawing strength from, and improving the connections between these diverse experiences of life from communities across Cumbria. It will focus our energy on narrowing these gaps – raising performance of the weakest to that of the strongest, capitalising more successfully on where Cumbria is strong.

Energetic environment

Cumbria's environmental quality, diversity and resource is genuinely world-class and yet sometimes an innate modesty and reserve results in a reluctance for Cumbrians to talk up this aspect of our county and to play to our unrivalled strengths. Two actual or potential world heritage sites, two National Parks, Areas of Outstanding Beauty, and a Heritage Coast have a fundamental impact on daily life in Cumbria and, alongside our vibrant communities, provide the resource which energises our vision for the future.

On the other hand, a chocolate box perception of Lakeland or Fellside Cumbria's rural communities can distort our understanding that for many people, a combination of physical isolation, poor access to essential services and lack of social networks blight quality of life. Beautiful scenery and fresh air are scant compensation for lack of opportunity.

Managing, sustaining and where possible enhancing Cumbria's unrivalled natural beauty and resource is though, central to the achievement of so much of this strategy.

A higher quality public realm which matches the standard of our landscape is one key to increased visitor returns and improved business performance. In the context of intense global concerns about climate change, energy consumption and the management of waste, Cumbria aims to be a beacon for best practice on sustainable rural communities, complementing a national focus on the urban dimension of sustainability.

Through easy and direct access to renewable energy sources, enthusiasm for community based recycling and waste reduction projects and commitment to taking care of communities for the benefit of all, Cumbria is well placed to lead national thinking in this area. By offering sustainable tourism opportunities, encouraging home-based and micro business start ups, community transport provision, Fair-trade and local produce schemes, Cumbria will demonstrate excellence in creating and supporting sustainable communities.

A key element of such communities must be provision of affordable housing which enables young people to stay in the county, which supports people's needs throughout their whole life enabling independence and which reinforces the vibrancy and diversity of our communities.

*The New Performance Framework
for Local Authorities & Local
Authority Partnerships:
Single Set of National Indicators*

*The New Performance
Framework for Local Authorities
& Local Authority Partnerships:
Single Set of National Indicators*

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Foreword

Effective local government is the backbone of strong communities, of prosperous towns and villages. It is responsible for aspects of everyday life that people care about deeply – from green parks, to well-stocked libraries, to clean streets.

In 1997, local government was under-resourced, run-down and demoralised. Since then, funding has increased 39% in real terms. Performance has risen year on year, and today three quarters of councils are rated very good or excellent.



But if we are to continue to improve public services in the way communities expect and deserve, and if we are to enable local government to live up to its full potential, Whitehall today needs to step back and give it the space to lead.

That is why the Prime Minister has called for “a reinvention of the way we govern”, an historic transfer of power from Whitehall to the town hall, and direct to communities.

This local devolution is the key to reinvigorating the grass roots of democracy, to making public services reflect what communities want, and to facing up to some of the most complex challenges we face today, such as climate change and community cohesion. To tackle such agendas the need for local authorities and their public services providers to work together in partnership is even greater.

The 2006 Local Government White Paper, *Strong and Prosperous Communities*, promised a new era of freedom for local government: greater flexibility to set priorities, greater discretion over how to meet them. This meant that, among other things, up to an estimated 1,200 indicators for assessing performance would be reduced to around 200.

This document shows that Government is delivering. It sets out a single set of just 198 measures representing what Government believes should be the national priorities for local government, working alone or in partnership, over the next three years. It rightly paves the way for local authorities and their partners to look less to Whitehall for legitimacy and direction, and more to the communities they serve.

Alongside measures such as moving £5bn into general non-ring fenced grants allowing councils to spend money on the issues that matter locally, the single set of national indicators marks a big step in turning the rhetoric of devolution into reality. As we put it into practice it will give local government the space to thrive, to continue improving services, and to give communities what they need. The onus is now on local authorities and their partners to rise to the challenge, and I am confident they can deliver.

A handwritten signature in black ink, reading 'Hazel Blears'. The signature is fluid and cursive, with a long horizontal line extending from the end.

Rt Hon Hazel Blears MP
Secretary of State for Communities and Local Government

Introduction

This document sets out the headline definitions of the 198 indicators which will underpin the new performance framework. This national indicator set has been developed as part of the Comprehensive Spending Review 2007 so that it reflects the Government's national priorities. Performance against each of the 198 indicators will be reported for every single tier and county council Local Strategic Partnership.

Local Government is also responsible for many other services and activities valued by local people: these are not directly reflected in the national indicator set. It does not mean those activities should stop. It means that it is right for local authorities, and not Whitehall, to set their own priorities, and monitor performance themselves.

The national indicator set will be the *only* measures on which central government will performance manage outcomes delivered by local government working alone or in partnerships. From April 2008, all other sets of indicators, including Best Value Performance Indicators and Performance Assessment Framework indicators, will be abolished.

As the new performance framework is focused on outcomes and their delivery through stronger partnership working, the same indicators will be used for different local partners as relevant. Therefore, many of the indicators in this set will also apply to the police, primary care trusts and other local bodies.

In each area, targets against the set of national indicators will be negotiated through new Local Area Agreements (LAAs). Each Agreement will include up to 35 targets from among the national indicators, complemented by 17 statutory targets on educational attainment and early years. There will be no other way of setting targets, no other way of Whitehall managing local authority performance.

Setting the targets will be the subject of genuine negotiation between central Government and the local area. Whitehall will not mandate them. Even where targets are set out for Public Service Agreements at national level, local areas will have the flexibility to respond to these national ambitions in the most appropriate way in negotiation with Government Offices.

The headline definitions for the 198 national indicators are outlined below. We will shortly consult on the technical definitions of the indicators, giving stakeholders an opportunity to give views on the methodology, frequency of reporting, and data source of each individual indicator. If in the interim period there are detailed questions relating to the indicators, these can be directed to nationalindicators@communities.gsi.gov.uk.

The National Outcome and Indicator Set

Outcome	National indicators
Stronger communities	<p>NI 1 % of people who believe people from different backgrounds get on well together in their local area PSA 21</p> <p>NI 2 % of people who feel that they belong to their neighbourhood PSA 21</p> <p>NI 3 Civic participation in the local area PSA 15</p> <p>NI 4 % of people who feel they can influence decisions in their locality PSA 21</p> <p>NI 5 Overall/general satisfaction with local area CLG DSO</p> <p>NI 6 Participation in regular volunteering CO DSO</p> <p>NI 7 Environment for a thriving third sector CO DSO</p> <p>NI 8 Adult participation in sport DCMS DSO</p> <p>NI 9 Use of public libraries DCMS DSO</p> <p>NI 10 Visits to museums or galleries DCMS DSO</p> <p>NI 11 Engagement in the arts DCMS DSO</p> <p>NI 12 Refused and deferred Houses in Multiple Occupation (HMO) license applications leading to immigration enforcement activity HO DSO</p> <p>NI 13 Migrants English language skills and knowledge HO DSO</p> <p>NI 14 Avoidable contact: The average number, of customer contacts per received customer request</p>
Safer communities	<p>NI 15 Serious violent crime rate PSA 23</p> <p>NI 16 Serious acquisitive crime rate PSA 23</p> <p>NI 17 Perceptions of anti-social behaviour PSA 23</p> <p>NI 18 Adult re-offending rates for those under probation supervision PSA 23</p> <p>NI 19 Rate of proven re-offending by young offenders PSA 23</p> <p>NI 20 Assault with injury crime rate PSA 25</p> <p>NI 21 Dealing with local concerns about anti-social behaviour and crime by the local council and police PSA 23</p> <p>NI 22 Perceptions of parents taking responsibility for the behaviour of their children in the area HO DSO</p> <p>NI 23 Perceptions that people in the area treat one another with respect and dignity HO DSO</p> <p>NI 24 Satisfaction with the way the police and local council dealt with anti-social behaviour HO DSO</p> <p>NI 25 Satisfaction of different groups with the way the police and local council dealt with anti-social behaviour HO DSO</p> <p>NI 26 Specialist support to victims of a serious sexual offence PSA 23</p> <p>NI 27 Understanding of local concerns about anti-social behaviour and crime by the local council and police HO DSO</p> <p>NI 28 Serious knife crime rate HO DSO</p> <p>NI 29 Gun crime rate PSA 23</p>

Outcome	National indicators
Safer communities <i>(continued)</i>	NI 30 Re-offending rate of prolific and priority offenders HO DSO NI 31 Re-offending rate of registered sex offenders PSA 23 NI 32 Repeat incidents of domestic violence PSA 23 NI 33 Arson incidents HO DSO NI 34 Domestic violence – murder PSA 23 NI 35 Building resilience to violent extremism PSA 26 NI 36 Protection against terrorist attack PSA 26 NI 37 Awareness of civil protection arrangements in the local area CO DSO NI 38 Drug-related (Class A) offending rate PSA 25 NI 39 Alcohol-harm related hospital admission rates PSA 25 NI 40 Drug users in effective treatment PSA 25 NI 41 Perceptions of drunk or rowdy behaviour as a problem PSA 25 NI 42 Perceptions of drug use or drug dealing as a problem PSA 25 NI 43 Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody MoJ DSO NI 44 Ethnic composition of offenders on Youth Justice System disposals MoJ DSO NI 45 Young offenders engagement in suitable education, employment or training MoJ DSO NI 46 Young offenders access to suitable accommodation MoJ DSO NI 47 People killed or seriously injured in road traffic accidents DfT DSO NI 48 Children killed or seriously injured in road traffic accidents DfT DSO NI 49 Number of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks CLG DSO
Children & Young People	<i>Be Healthy</i> NI 50 Emotional health of children PSA 12 NI 51 Effectiveness of child and adolescent mental health (CAMHs) services DCSF DSO NI 52 Take up of school lunches PSA 12 NI 53 Prevalence of breastfeeding at 6 – 8 weeks from birth PSA 12 NI 54 Services for disabled children PSA 12 NI 55 Obesity among primary school age children in Reception Year DCSF DSO NI 56 Obesity among primary school age children in Year 6 DCSF DSO NI 57 Children and young people’s participation in high-quality PE and sport DCSF DSO NI 58 Emotional and behavioural health of children in care DCSF DSO

Outcome	National indicators
Children & Young People <i>(continued)</i>	<p>Stay Safe</p> <p>NI 59 Initial assessments for children's social care carried out within 7 working days of referral DCSF DSO</p> <p>NI 60 Core assessments for children's social care that were carried out within 35 working days of their commencement DCSF DSO</p> <p>NI 61 Stability of looked after children adopted following an agency decision that the child should be placed for adoption DCSF DSO</p> <p>NI 62 Stability of placements of looked after children: number of moves DCSF DSO</p> <p>NI 63 Stability of placements of looked after children: length of placement DCSF DSO</p> <p>NI 64 Child protection plans lasting 2 years or more DCSF DSO</p> <p>NI 65 Children becoming the subject of a Child Protection Plan for a second or subsequent time DCSF DSO</p> <p>NI 66 Looked after children cases which were reviewed within required timescales DCSF DSO</p> <p>NI 67 Child protection cases which were reviewed within required timescales DCSF DSO</p> <p>NI 68 Referrals to children's social care going on to initial assessment DCSF DSO</p> <p>NI 69 Children who have experienced bullying DCSF DSO</p> <p>NI 70 Hospital admissions caused by unintentional and deliberate injuries to children and young people DCSF DSO</p> <p>NI 71 Children who have run away from home/care overnight DCSF DSO</p>
	<p>Enjoy and Achieve</p> <p>NI 72 Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy PSA 10</p> <p>NI 73 Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold) PSA 10</p> <p>NI 74 Achievement at level 5 or above in both English and Maths at Key Stage 3 (Threshold) PSA 10</p> <p>NI 75 Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold) PSA 10</p> <p>NI 76 Achievement at level 4 or above in both English and Maths at KS2 (Floor) DCSF DSO</p> <p>NI 77 Achievement at level 5 or above in both English and Maths at KS3 (Floor) DCSF DSO</p> <p>NI 78 Achievement of 5 or more A*-C grades at GCSE and equivalent including GCSEs in English and Maths (Floor) PSA 10</p> <p>NI 79 Achievement of a Level 2 qualification by the age of 19 PSA 10</p> <p>NI 80 Achievement of a Level 3 qualification by the age of 19 PSA 10</p> <p>NI 81 Inequality gap in the achievement of a Level 3 qualification by the age of 19 DCSF DSO</p> <p>NI 82 Inequality gap in the achievement of a Level 2 qualification by the age of 19 DCSF DSO</p>

Outcome	National indicators
Children & Young People <i>(continued)</i>	<p>NI 83 Achievement at level 5 or above in Science at Key Stage 3 DCSF DSO</p> <p>NI 84 Achievement of 2 or more A*-C grades in Science GCSEs or equivalent DCSF DSO</p> <p>NI 85 Post-16 participation in physical sciences (A Level Physics, Chemistry and Maths) DCSF DSO</p> <p>NI 86 Secondary schools judged as having good or outstanding standards of behaviour DCSF DSO</p> <p>NI 87 Secondary school persistent absence rate DCSF DSO</p> <p>NI 88 Number of Extended Schools DCSF DSO</p> <p>NI 89 Number of schools in special measures DCSF DSO</p> <p>NI 90 Take up of 14-19 learning diplomas DCSF DSO</p> <p>NI 91 Participation of 17 year-olds in education or training DCSF DSO</p> <p>NI 92 Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest PSA 11</p> <p>NI 93 Progression by 2 levels in English between Key Stage 1 and Key Stage 2 PSA 11</p> <p>NI 94 Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2 PSA 11</p> <p>NI 95 Progression by 2 levels in English between Key Stage 2 and Key Stage 3 PSA 11</p> <p>NI 96 Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3 PSA 11</p> <p>NI 97 Progression by 2 levels in English between Key Stage 3 and Key Stage 4 PSA 11</p> <p>NI 98 Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4 PSA 11</p> <p>NI 99 Children in care reaching level 4 in English at Key Stage 2 PSA 11</p> <p>NI 100 Children in care reaching level 4 in Maths at Key Stage 2 PSA 11</p> <p>NI 101 Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths) PSA 11</p> <p>NI 102 Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4 PSA 11</p> <p>NI 103 Special Educational Needs – statements issued within 26 weeks DCSF DSO</p> <p>NI 104 The Special Educational Needs (SEN)/non-SEN gap – achieving Key Stage 2 English and Maths threshold DCSF DSO</p> <p>NI 105 The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A*-C GCSE inc. English and Maths DCSF DSO</p> <p>NI 106 Young people from low income backgrounds progressing to higher education PSA 11</p> <p>NI 107 Key Stage 2 attainment for Black and minority ethnic groups DCSF DSO</p> <p>NI 108 Key Stage 4 attainment for Black and minority ethnic groups DCSF DSO</p> <p>NI 109 Number of Sure Start Children Centres DCSF DSO</p>

Outcome	National indicators
Children & Young People <i>(continued)</i>	<i>Make a positive contribution</i> NI 110 Young people's participation in positive activities PSA 14 NI 111 First time entrants to the Youth Justice System aged 10 – 17 PSA 14 NI 112 Under 18 conception rate PSA 14 NI 113 Prevalence of Chlamydia in under 20 year olds DCSF DSO NI 114 Rate of permanent exclusions from school DCSF DSO NI 115 Substance misuse by young people PSA 14
	<i>Economic Wellbeing</i> NI 116 Proportion of children in poverty PSA 9 NI 117 16 to 18 year olds who are not in education, training or employment (NEET) PSA 14 NI 118 Take up of formal childcare by low-income working families DWP DSO
Adult health and wellbeing	NI 119 Self-reported measure of people's overall health and wellbeing DH DSO NI 120 All-age all cause mortality rate PSA 18 NI 121 Mortality rate from all circulatory diseases at ages under 75 DH DSO NI 122 Mortality from all cancers at ages under 75 DH DSO NI 123 16+ current smoking rate prevalence PSA 18 NI 124 People with a long-term condition supported to be independent and in control of their condition DH DSO NI 125 Achieving independence for older people through rehabilitation/ intermediate care PSA 18 NI 126 Early access for women to maternity services PSA 19 NI 127 Self reported experience of social care users PSA 19 NI 128 User reported measure of respect and dignity in their treatment DH DSO NI 129 End of life access to palliative care enabling people to choose to die at home DH DSO NI 130 Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets) DH DSO NI 131 Delayed transfers of care from hospitals DH DSO NI 132 Timeliness of social care assessment DH DSO NI 133 Timeliness of social care packages DH DSO NI 134 The number of emergency bed days per head of weighted population DH DSO NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information DH DSO NI 136 People supported to live independently through social services (all ages) PSA 18 NI 137 Healthy life expectancy at age 65 PSA 17 NI 138 Satisfaction of people over 65 with both home and neighbourhood PSA 17 NI 139 People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently PSA 17

Outcome	National indicators
Tackling exclusion and promoting equality	<p>NI 140 Fair treatment by local services PSA 15</p> <p>NI 141 Number of vulnerable people achieving independent living CLG DSO</p> <p>NI 142 Number of vulnerable people who are supported to maintain independent living PSA 17</p> <p>NI 143 Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence PSA 16</p> <p>NI 144 Offenders under probation supervision in employment at the end of their order or licence PSA 16</p> <p>NI 145 Adults with learning disabilities in settled accommodation PSA 16</p> <p>NI 146 Adults with learning disabilities in employment PSA 16</p> <p>NI 147 Care leavers in suitable accommodation PSA 16</p> <p>NI 148 Care leavers in employment, education or training PSA 16</p> <p>NI 149 Adults in contact with secondary mental health services in settled accommodation PSA 16</p> <p>NI 150 Adults in contact with secondary mental health services in employment PSA 16</p>
Local economy	<p>NI 151 Overall employment rate PSA 8</p> <p>NI 152 Working age people on out of work benefits PSA 8</p> <p>NI 153 Working age people claiming out of work benefits in the worst performing neighbourhoods DWP DSO</p> <p>NI 154 Net additional homes provided PSA 20</p> <p>NI 155 Number of affordable homes delivered (gross) PSA 20</p> <p>NI 156 Number of households living in Temporary Accommodation PSA 20</p> <p>NI 157 Processing of planning applications as measured against targets for 'major', 'minor' and 'other' application types CLG DSO</p> <p>NI 158 % decent council homes CLG DSO</p> <p>NI 159 Supply of ready to develop housing sites CLG DSO</p> <p>NI 160 Local Authority tenants' satisfaction with landlord services CLG DSO</p> <p>NI 161 Learners achieving a Level 1 qualification in literacy PSA 2</p> <p>NI 162 Learners achieving an Entry Level 3 qualification in numeracy PSA 2</p> <p>NI 163 Working age population qualified to at least Level 2 or higher PSA 2</p> <p>NI 164 Working age population qualified to at least Level 3 or higher PSA 2</p> <p>NI 165 Working age population qualified to at least Level 4 or higher PSA 2</p> <p>NI 166 Average earnings of employees in the area BERR DSO</p> <p>NI 167 Congestion – average journey time per mile during the morning peak PSA 5</p> <p>NI 168 Principal roads where maintenance should be considered DfT DSO</p> <p>NI 169 Non-principal roads where maintenance should be considered DfT DSO</p> <p>NI 170 Previously developed land that has been vacant or derelict for more than 5 years CLG DSO</p> <p>NI 171 VAT registration rate BERR DSO</p> <p>NI 172 VAT registered businesses in the area showing growth BERR DSO</p>

Outcome	National indicators
Local economy <i>(continued)</i>	<p>NI 173 People falling out of work and on to incapacity benefits DWP DSO</p> <p>NI 174 Skills gaps in the current workforce reported by employers DIUS DSO</p> <p>NI 175 Access to services and facilities by public transport, walking and cycling DfT DSO</p> <p>NI 176 Working age people with access to employment by public transport (and other specified modes) DfT DSO</p> <p>NI 177 Local bus passenger journeys originating in the authority area DfT DSO</p> <p>NI 178 Bus services running on time DfT DSO</p> <p>NI 179 Value for money – total net value of on-going cash-releasing value for money gains that have impacted since the start of the 2008-9 financial year CLG DSO</p> <p>NI 180 Changes in Housing Benefit/ Council Tax Benefit entitlements within the year DWP DSO</p> <p>NI 181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events DWP DSO</p> <p>NI 182 Satisfaction of businesses with local authority regulation services BERR DSO</p> <p>NI 183 Impact of local authority regulatory services on the fair trading environment BERR DSO</p> <p>NI 184 Food establishments in the area which are broadly compliant with food hygiene law</p>
Environmental sustainability	<p>NI 185 CO₂ reduction from Local Authority operations PSA 27</p> <p>NI 186 Per capita CO₂ emissions in the LA area PSA 27</p> <p>NI 187 Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating Defra DSO</p> <p>NI 188 Adapting to climate change PSA 27</p> <p>NI 189 Flood and coastal erosion risk management Defra DSO</p> <p>NI 190 Achievement in meeting standards for the control system for animal health Defra DSO</p> <p>NI 191 Residual household waste per head Defra DSO</p> <p>NI 192 Household waste recycled and composted Defra DSO</p> <p>NI 193 Municipal waste land filled Defra DSO</p> <p>NI 194 Level of air quality – reduction in NO_x and primary PM₁₀ emissions through local authority's estate and operations. PSA 28</p> <p>NI 195 Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting) Defra DSO</p> <p>NI 196 Improved street and environmental cleanliness – fly tipping Defra DSO</p> <p>NI 197 Improved local biodiversity – active management of local sites PSA 28</p> <p>NI 198 Children travelling to school – mode of travel usually used DfT DSO</p>

Public Service Agreements and Departmental Strategic Objectives to which the indicators relate

PSA or DSO	National Indicator number
PSA 2 Improve the skills of the population on the way to ensuring a world-class skills base by 2020	NI 161, NI 162, NI 163, NI 164, NI 165
PSA 8 Maximise employment opportunity for all	NI 151, NI 152
PSA 9 Halve the number of children in poverty by 2010-11, on the way to eradicating child poverty by 2020	NI 116
PSA 10 Raise the educational achievement of all children and young people	NI 72, NI 73, NI 74, NI 75, NI 78, NI 79, NI 80
PSA 11 Narrow the gap in educational achievement between children from low income and disadvantaged backgrounds and their peers	NI 92, NI 93, NI 94, NI 95, NI 96, NI 97, NI 98, NI 99, NI 100, NI 101, NI 102, NI 106
PSA 12 Improve the health and well-being of children and young people	NI 50, NI 52, NI 53, NI 54
PSA 14 Increase the number of children and young people on the path to success	NI 110, NI 111, NI 112, NI 115, NI 117
PSA 15 Address the disadvantage that individuals experience because of their gender, race, disability, age, sexual orientation, religion or belief.	NI 3, NI 140
PSA 16 Increase the proportion of socially excluded adults in settled accommodation and employment, education or training	NI 143, NI 144, NI 145, NI 146, NI 147, NI 148, NI 149, NI 150
PSA 17 Tackle poverty and promote greater independence and well-being in later life	NI 137, NI 138, NI 139, NI 142
PSA 18 Promote better health and well-being for all	NI 120, NI 123, NI 125, NI 136
PSA 19 Ensure better care for all	NI 126, NI 127
PSA 20 Increase long term housing supply and affordability	NI 154, NI 155, NI 156
PSA 21 Build more cohesive, empowered and active communities	NI 1, NI 2, NI 4
PSA 23 Make communities safer	NI 15, NI 16, NI 17, NI 18, NI 19, NI 21, NI 26, NI 29, NI 31, NI 32, NI 34
PSA 25 Reduce the harm caused by alcohol and drugs	NI 20, NI 38, NI 39, NI 40, NI 41, NI 42
PSA 26 Reduce the risk to the UK and its interests overseas from international terrorism	NI 35, 36
PSA 27 Lead the global effort to avoid dangerous climate change	NI 185, NI 186, NI 188
PSA 28 Secure a healthy natural environment for today and the future	NI 194, NI 197

PSA or DSO	National Indicator number
BERR DSO Promote the creation and growth of business and a strong enterprise economy across all regions	NI 166, NI 171, NI 172
BERR DSO Ensure all departments and agencies deliver better regulation for the private, public and third sectors	NI 182, NI 183
CLG DSO Support local government that empowers individuals and communities and delivers high quality services efficiently	NI 179
CLG DSO Improve the supply, environmental performance and quality of housing that is more responsive to the needs of individuals, communities and the economy	NI 141, NI 158, NI 160
CLG DSO Build prosperous communities by improving the economic performance of cities, sub-regions and local areas, promoting regeneration and tackling deprivation	NI 5, NI 170
CLG DSO Provide a more efficient, effective and transparent planning system that supports and facilitates sustainable development, including the Government's objectives in relation to housing growth, infrastructure delivery, economic development and climate change	NI 157, NI 159,
CLG DSO Ensure safer communities by providing the framework for the Fire and Rescue Service and other agencies to prevent and respond to emergencies	NI 49
CO DSO Build an effective UK intelligence community in support of UK national interests, and the capabilities to deal with disruptive challenges to the UK	NI 37
CO DSO Drive delivery of the Prime Minister's cross-cutting priorities to improve outcomes for the most excluded people in society and enable a thriving third sector	NI 6, NI 7
DCMS DSO Encourage more widespread enjoyment of culture and sport	NI 8, NI 9, NI 10, NI 11
DCSF DSO Secure the well-being and health of children and young people	NI 51, NI 55, NI 56, NI 57, NI 58
DCSF DSO Close the gap in educational achievement for children from disadvantaged backgrounds	NI 76, NI 77, NI 83, NI 84, NI 86, NI 87, NI 88, NI 89
DCSF DSO Safeguard the young and vulnerable	NI 59, NI 60, NI 61, NI 62, NI 63, NI 64, NI 65, NI 66, NI 67, NI 68, NI 69, NI 70, NI 71
DCSF DSO Achieve world class standards in education	NI 81, NI 82, NI 103, NI 104, NI 105, NI 107, NI 108, NI 109
DCSF DSO Ensure young people are participating and achieving their potential to 18 and beyond	NI 85, NI 90, NI 91
DCSF DSO Keep children and young people on the path to success	NI 113, NI 114
Defra DSO: Climate change tackled internationally; and through domestic action to reduce greenhouse gas emissions	NI 187
Defra DSO: Economy and society resilient to environmental risk and adapted to the impacts of climate change	NI 189, NI 190
Defra DSO: Sustainable patterns of consumption and production	NI 191, NI 192, NI 193
Defra DSO A healthy, resilient, productive and diverse natural environment	NI 195, NI 196

PSA or DSO	National Indicator number
DfT DSO To sustain economic growth and improved productivity through reliable and efficient transport networks	NI 167, NI 168, NI 169, NI 177, NI 178
DfT DSO To enhance access to jobs, services and social networks including for the most disadvantaged	NI 175, NI 176,
DfT DSO To strengthen the safety and security of transport	NI 47, NI 48
DH DSO Ensure better health and well-being for all	NI 119, NI 121, NI 122
DH DSO Ensure better care for all	NI 124, NI 128, NI 129, NI 131, NI 132, NI 133, NI 135
DH DSO Better value for all	NI 134
DIUS DSO Improve the skills of the population throughout their working lives to create a workforce capable of sustaining economic competitiveness, and enable individuals to thrive in the global economy	NI 174
HO DSO Help people feel secure in their homes and local communities	NI 22, NI 23, NI 24, NI 27
HO DSO Cut crime, especially violent, drug and alcohol related crime	NI 28, NI 30, NI 33
HO DSO Secure our borders and control migration for the benefit of our country	NI 12, NI 13
DWP DSO Maximise employment opportunity for all	NI 118, NI 153, NI 173
DWP DSO Pay our customers the right benefits at the right time	NI 180, NI 181
MoJ DSO Support the efficient and effective delivery of justice	NI 43, NI 44, NI 45, NI 46

LA and school targets 2009

Description of Target	LA target	School Target
Early Years (EYFSP) – to narrow the achievement gap at age 5	Yes	No
Early Years (EYFSP) – to increase achievement for all children at age 5	Yes	No
Key Stage 2 – to increase proportion achieving level 4+ in both English and maths *	Yes	Yes
Key Stage 1-2 – to improve proportion progressing 2 national curriculum levels in English*	Yes	Yes
Key Stage 1-2 - to improve proportion progressing 2 national curriculum levels in Maths*	Yes	Yes
Key Stage 3 - to increase proportion achieving level 5+ in both English and maths *	Yes	Yes
Key Stage 3 – to increase proportion achieving level 5 in science *	Yes	Yes
Key Stage 2-3 - to improve proportion progressing 2 national curriculum levels in English*	Yes	Yes
Key Stage 2-3 - to improve proportion progressing 2 national curriculum levels in Maths*	Yes	Yes
Key Stage 4 – to increase proportion achieving 5 A*-C grades at GCSE and equiv incl GCSE English and Maths*	Yes	Yes
Key Stage 3-4 - to improve proportion progressing equivalent of 2 national curriculum levels in English*	Yes	Yes
Key Stage 3-4 - to improve proportion progressing equivalent of 2 national curriculum levels in Maths*	Yes	Yes
Attendance – to reduce persistent absentee pupils in secondary schools	Yes	No – for overall absence only
Attendance – to reduce persistent absentee pupils in primary schools	No ^[1]	No – for overall absence only
Children in care – to increase proportion achieving level 4+ in English at Key Stage 2	Yes	No
Children in care – to increase proportion achieving level 4+ in maths at Key Stage 2	Yes	No
Children in care – to increase proportion achieving 5 A*-C grades at GCSE and equiv incl GCSE English and maths	Yes	No

^[1] Data is not yet available to support LA target setting for reducing persistent absence in primary schools. We will delay introduction of a statutory target for primary school absence until 2009/10.

Cumbria's LAA 2008-2011 – emerging priorities

Thematic Partnership	Suggested Priorities	Suggested areas for measurement
Cumbria Vision	Provide a balanced housing market	Provision of additional homes
		Provision of affordable homes
	Improved business development – support to grow the business base in the County and encourage those existing businesses to grow	Businesses showing growth
	Employment & Incapacity Benefits	People claiming out of work benefits in the worst performing neighbourhoods
		People falling out of work and onto incapacity benefits
	Improved environment to encourage economic development	Vacant or derelict land (previously developed)
	Improved skills throughout Cumbria	Young people progressing to Higher Education from low income backgrounds
		People qualified above Level 2 and/or Level 3

Thematic Partnership	Suggested Priorities	Suggested areas for measurement
Planning, Transport & Housing	Improved Road Safety	People killed or seriously injured in road traffic accidents
	Provide a balanced housing market	Supply of housing sites
		Provision of additional homes
	Sustainable access to services and facilities	Access to services and facilities – by public transport, walking, cycling
		How children travel to school
Safer & Stronger Communities	Reduce domestic violence	Repeat incidents of domestic violence
	Reduction in crime	Serious violent crime
		Serious acquisitive crime
	Reduce harm caused by drugs	Drug-related offending
		Drug users in treatment
	Reduce harm caused by alcohol	Alcohol-related hospital admissions
		Perceptions of drunk or rowdy behaviour
		Misuse by young people
	Road casualty reduction	People killed or seriously injured in road traffic accidents
		Children killed or seriously injured in road traffic accidents
Safer & Stronger Communities (cont.)	2	

Thematic Partnership	Suggested Priorities	Suggested areas for measurement
	Improved fire safety	Primary fires and related deaths and injuries
	Reducing reoffending	Re-offending of prolific and priority offenders
	Community empowerment	People feeling that can influence decision
		Civic participation
	Improved respect and community cohesion	Perceptions of how people from different backgrounds get on together
		People feeling they belong to their neighbourhood
		Perceptions of people treating each other with respect
	Increase levels of volunteering	Participation in regular volunteering
		Environment for a thriving Third Sector
		People’s level of general satisfaction with their area
Health & Wellbeing Board	Lower Heart Disease	Deaths from circulatory diseases
	Stop smoking	Smoking rate
	Long term health conditions	People supported to be independent and in control of their long-term health condition
	Care of the dying	Access to care to enable people to choose to die at home
	Increased choice and control through more self-directed support	People receiving Direct Payments and Individual Budgets

Thematic Partnership	Suggested Priorities	Suggested areas for measurement
	Improving life expectancy	Healthy life expectancy (at age 65)
	Improve mental health	People in contact with secondary mental health services in employment
	Increasing independence of people over 65	Older people who are satisfies with information, assistance and support to enable them to live independently
Children & Young People Board	Reduce the number of children living in poverty	Childcare take-up by low income families
	Raise educational achievement	There are 16 mandatory indicators covering educational achievement and early years
	Narrowing the gap in educational achievement	Gap between Special Educational Needs and non-Special Educational Needs in Maths and English
	Improve health and well-being of children	Effectiveness of child and adolescent mental health (CAMHs) services
		Emotional and behavioural health of children in care
	Improve the safety of young people	Repeat incidents of domestic violence
		Unintentional and deliberate injuries to children and young people – hospital admissions
	Increase children young people on the path to success	Under 18 conceptions
		Young people progressing to Higher Education from low income backgrounds

Thematic Partnership	Suggested Priorities	Suggested areas for measurement
Waste & StreetScene	Waste minimisation and recycling	Household waste
		Waste landfilled
		Recycling and composting of household waste
	Local Environmental Quality – high standard streetscene services and reducing the visual impact of litter and graffiti	Levels of graffiti, litter, detritus and fly-posting
		Levels of fly-tipping
Environment & Heritage	Climate Change	CO2 emissions
	Improved local biodiversity	Active management of local sites
	Improved quality of the local environment (particularly street cleanliness)	Levels of graffiti, litter, detritus and fly-posting
		Levels of fly-tipping
	World heritage site inscription	Tourism
	Increase levels of volunteering	Participation in regular volunteering
	Management of the built heritage	
	Sustainable access to services and facilities	Access to services and facilities – by public transport, walking, cycling
	Participation in sport	Participation in sport and P.E.

Carlisle representation of Cumbria Strategic Partnership Thematic Groups:

Children and Young People (CYP):

Simon Taylor (Carlisle City Council - Housing Services & Health Partnerships)

Gillian Bishop (Chief Exec Allerdale - represents district councils)

Canon Richard Pratt (Chair Carlisle Partnership CYP Planning Group- on some sub groups)

Economy:

Cumbria Vision Board including 3 District Council Leaders (Cllr Mitchelson until last year)

David Beaty (Carlisle City Council - Head of Economy, Property & Tourism - on CEDOG Officer group)

Environment & Heritage:

This group is "formative" – Rachel Osborne (Carlisle City Council Environmental Performance Manager is a prime mover on Officer group).

Healthy Communities and Older People (HCOP):

Jane Muller (Deputy Chair Carlisle Partnership, Associate Director – Public Health Cumbria PCT

Jenni Payne (Chair Carlisle Partnership HCOP Group) Assistant Director – Public Health (North) Cumbria PCT

Planning, Transport and Housing (PLATH)

Alan Eales (Group Vice Chair) (Carlisle City Council - Head of Planning Services)

Simon Taylor (Carlisle City Council - Housing Services & Health Partnerships)

Cumbria Strategic Waste Partnership:

Cllr Ray Bloxham (Deputy Leader Carlisle City Council)

Safer, Stronger Communities (SSC)

S O'Keeffe (Carlisle City Council - Community Safety Co-ordinator)

Cllr Mary Robinson (Chair Carlisle and Eden CDRP)

Ned Kemp (Stronger Officer Group) Manager Carlisle Partnership

Cumbria Strategic Partnership Executive

Cllr Mike Mitchelson (Chairman Carlisle Partnership)

Cllr Ray Bloxham (Deputy Leader Carlisle City Council)