



INFRASTRUCTURE OVERVIEW AND SCRUTINY COMMITTEE

Committee Report

Public

Date of Meeting: 11th September 2008

Title: Children and Young People - Carlisle Partnership Priority Group and Cumbria Local Area Agreement

Report of: Carlisle Partnership Manager

Report reference: PPP 83/08

Summary:

1. This is the third report in a series, making the activities of the Carlisle Partnership (CP) Children and Young Peoples (CYP) group available for scrutiny. The group Chairman (Rev Cannon Dr Richard Pratt), the Children's Trust Lead for Carlisle Local Delivery Platforms and the Partnership Manager will update the committee on the activities of the group and describe the intentions and plans for 2008/2009.(Annex B)
2. The CP Manager will present the annual Performance report of the current Cumbria Agreement (LAA 2007) Children and Young Peoples Block. (Annex A).

Questions for / input required from Overview and Scrutiny:

1. Infrastructure Overview and Scrutiny Committee is requested to consider and comment on the activities of the Carlisle Partnership, Children and Young Peoples Priority Group.
2. To consider and comment on the performance report for the Children and Young Peoples block of the Cumbria LAA 2007.
3. To note the anticipated further development of performance reporting for the LAA 2008-2011.

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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

Introduction

1. The committee should refer to PPP 34/08 Children and Young People - Carlisle Partnership Priority Group and Cumbria Local Area Agreement 2nd report presented on 10th April 2008.
2. The committee should note the recent refresh of CP CYP core priorities published in "A Community Plan for Carlisle – refresh and update 2008".

In 2007, the Carlisle Planning Group concentrated on setting up the structural support needed to set in place strategic planning in all its partner organisations. The group has succeeded in bringing the Children's Services and Carlisle Partnership agendas together and is looking forward to using the particular characteristics of statutory working and partnership working to compliment each other in the delivery of services, facilities and opportunities to Carlisle's children and young people. Further training and team building events will continue in 2008.

Involving a wider group of interested organisations, parents, the public and most importantly, children and young people themselves, has been achieved at the twice-yearly forum events. These have been well received and very well attended.

Priority setting for 2007 was based on local knowledge rather than hard, local data. This lack of local data has made it difficult to benchmark and measure progress. A data working group has been set up to resolve these issues.

The group stresses two key issues, which must underpin all our activities for the foreseeable future:

- the active engagement of young people in all our discussions and projects; and
- the disruption to young people resulting from school reorganisation.

Priority for action	Contributing elements	New Targets	Lead group	Lead partner
Homelessness	YMCA Foyer Project	20 additional places by 2009	CYP	YMCA/Carlisle City Council
Increase post-16 participation	Removing barriers	Reduce young people not in education, employment or training to less than 5.3%	CYP	Connexions Cumbria
Reduce risk taking	Teenage pregnancy, Alcohol misuse	Access to services in schools not clinics	CYP	Cumbria Primary Care Trust
Reduce bullying	Safer Schools Initiative	Positive role models	CYP	Cumbria Constabulary
	MEND	10% increase in uptake	CYP	Carlisle Leisure Ltd
	Increase facilities	Play Strategy	CYP	Carlisle City Council
Raise aspirations	Improve access to opportunities	Improve and remove "year 9 performance dip"	CYP	Children's Services (Cumbria County Council)

Highlights

3. Progress towards the resolution of the issue of Young Peoples Homelessness has been slow. The creation of a “Foyer” in the Fisher St. YMCA building is still in hand and further plans have been submitted for planning permissions. There remain difficulties regarding capital funding though revenue funding for the “Foyer” once established is in place.
4. The joint working of the Carlisle Partnership Group and the County Council Children’s Services (Children’s Trust) Locality Group for Carlisle in the form of the Carlisle Children and Young Peoples Planning Group continues to produce beneficial developments, notably the establishment of Local Delivery Platforms (LDP) and Multi Agency Support Teams (MAST) in Carlisle. LDPs and MASTs are being rolled out from a successful start in Carlisle South based at NCTC and it is expected that the remainder of the district will be covered by end 2008. Annex B is a description of the operation of MASTs and a summary of progress to date.

Issues

5. The division of Cumbria into four areas effectively detaching Eden from Carlisle continues to be a source of concern. Children’s Services are undertaking a review of Locality working. In parallel the CP is reviewing its structures and processes.
6. From the Carlisle perspective we feel that we have lost some focus on the issues which have a direct and immediate effect on the majority of Children, Young People and their parents of Carlisle and in particular the provision and quality of “Universal” services,
7. The Group needs to re-engage with the educational aspects of service provision for Children and Young People. There remains much work to be done to connect the Academies in the City, their governance and the integration of other services in to our existing community structures. The following areas will be examined during 2008:
 - School issues - Academies, Primary Strategy, Travel to School, Educational attainment, Staffing, Governance, Parents, Other Stakeholder s.
 - Cross sector issues - Youth Zone, Foyer, Sport, Media.
 - Health – Children and Young People’s health initiatives (Teen Lifecheck) and Healthy City development.
 - CP Working relationship with Children’s Trust and structural mapping.
 - Involvement with Local Politicians as community representatives.

- Engagement with Parents.
- Young People Not in Education, Employment or Training (NEET) and specifically relevance to and connection with LAA and “Growing Carlisle” outcomes.
- City Council Community Support Unit integration of activities.

Cumbria Local Area Agreement 2007 – Annual Report to March 2008 – Children and Young Peoples theme

8. Annex A is an edited version of the first annual performance report on the outcomes defined in the Cumbria LAA 2007. Broadly the report describes a good start to delivery on short and medium term outcomes. The Commentary sections are probably most significant in light of the development of the LAA 2008-2011.

Cumbria Local Area Agreement 2008 – 2011

9. The 2008 LAA is now in force and future reports will be against its targets. The committee will be aware that significant changes in reporting requirements, numbers of indicators, frequency of data collection and inspection mechanisms are still at a developmental stage. The first performance report is expected in November 2008 but it seems likely that this will establish the form of report rather than be of particular relevance to progress towards targets.

IMPLICATIONS

- Staffing/Resources – Support staff for the partnership is now in place
- Financial – City Council financial commitments will be subject to normal process separate from these reports
- Legal – The City Council has a statutory obligation to be a partner in the Carlisle Children and Young People’s planning group and Cumbria Children’s Trust.
- Corporate – The City Council’s Corporate Plan reflects some elements of the work of the Group, which fall within or are affected by the activities of the Group.
- Risk Management – The risk of the City Council failing to execute its obligations under the Children’s Act 2004. The risks associated with delivery of the Children and Young People’s priorities listed in “A Community Plan for Carlisle refresh and update 2008”.
- Equality and Diversity – A central consideration in all the Children’s Planning Group activities.

- Environmental – A central consideration in all the Children's Planning Group activities.
- Crime and Disorder – There are potential indirect relationship between Children's Planning Group activities and the Safer, Stronger Group activities which are monitored by shared membership of both groups notably Cumbria Constabulary and the Youth Offending Service.
- Impact on Customers – The aim of the Children's Planning Group is to improve the Opportunities for Carlisle's Children and Young People and to reduce the inequalities of opportunity to which some of our most disadvantaged Communities are subject.
- Healthy City – It is expected that the CYP group will have an early influence on the implementation of Healthy City initiatives particularly in cooperative efforts involving the Carlisle Joint Schools Council and the promotion of online Teen LifeChecks.

The Cumbria Agreement

(A Local Area Agreement for Cumbria)

Annual Report to March 2008

***Edited for presentation as Annex A to PPP 83/08
Carlisle Partnership – CYP Group – 1st report 08/09***

***For Carlisle City Council – Infrastructure Overview &
Scrutiny Committee 11 Sept 08***



**Duncan Mc Queen
Cumbria County Council – May 08**

Annual Report for Year-Ended 31st March 2008.

June 2008

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1. INTRODUCTION

Cumbria signed off its first Local Area Agreement (LAA) in March 2007 and partners have been working together since then to start delivering against the outcomes in the Agreement. This report provides an analysis of performance for the first year of the delivery of the agreement.

In terms of performance, the report contains an overview of the whole LAA as well as a summary of progress made with each block and is similar in style and content to the report considered at the 6 month review in December 2007.

The report also contains a section on the lessons learned during the first year of delivering the agreement, together with actions for improvement. General conclusions at this stage are that whilst the agreement has provided a catalyst for improved partnership working and a collective focus on priority outcomes across Cumbria, our Thematic Partnerships are clearly at different stages of development, and therefore opportunities exist for better application of the Governance Framework that supports the effective delivery of LAA outcomes.

2 OVERALL PERFORMANCE SUMMARY

The following tables provide a summary analysis of performance across all blocks in the Cumbria Agreement.

Table 1: Overall Analysis of Performance Indicators at the end of year 1.

Cumbria Agreement				
Analysis of Performance Indicators	Performance Indicators reported at month 12			
	Total No of PIs in the agreement	No of PIs reported at 12 months	No of PIs not reported at 12 months	% of total reported at 12 months
LAA Block				
Children & Young People	57	37	20	65%
Healthier Communities and Older People	41	35	6	85%
Economic Development & Enterprise	52	47	5	90%
Safer and Stronger Communities	99	63	36	64%
Total	249	182	67	73%

There are 249 performance measures in the Cumbria Agreement and where a measure has more than one part to it, each part is counted separately. For the full year to 31st March 2008, partners can report performance using 182 (73%) of the 249 individual measures in the agreement.

Table 2: Analysis of Performance Indicators not at the end of year 1.

Cumbria Agreement					
Analysis of Performance Indicators		Performance Indicators not reported at Month 12			
LAA Block		Reason for not reporting at month 12			
	No of PIs not reported at 12 months	No of PIs collected annually	%	No of PIs unable to collect at 12 months	%
Children & Young People	20	12	60%	8	40%
Healthier Communities and Older People	6	6	100%	0	0%
Economic Development & Enterprise	5	3	60%	2	40%
Safer and Stronger Communities	36	28	78%	8	22%
Total	67	49	73%	18	27%

For 67 performance measures, information is not yet available for the first year. 49 (73%) of these indicators are wholly dependent on annual events or survey activity. For 18 (27%) performance measures, partners are developing systems that will enable regular reporting of performance information.

Table 3: Analysis of Improvement from 2006/07 baseline.

Cumbria Agreement				
Analysis of Performance Indicators		Improvement from baseline at month 12		
	No of PIs reported at 12 months	No of PIs reported at 12 months with 2006/07 baselines	Number improved from baseline	% improved from baseline (with 2006/07 baselines)
LAA Block				
Children & Young People	37	29	21	72%
Healthier Communities and Older People	35	32	29	91%
Economic Development & Enterprise	47	26	24	92%
Safer and Stronger Communities	63	41	27	66%
Total	182	128	101	79%

Of the 182 performance measures that are reported at year end, 101 (79%) show improvement when compared to the 2006/07 baseline performance.

Table 4: Analysis of performance for 12 months to March 08.

Cumbria Agreement							
Analysis of Performance Indicators	Performance at month 12						
	No of PIs reported at 12 months	No on target or exceeding target (Green)	% on target or exceeding target (Green)	No of PIs under-performing by up to 5% of target (Amber)	% of PIs under-performing by up to 5% of target (Amber)	No of PIs under-performing by greater than 5% of target (Red)	% of PIs under-performing by greater than 5% of target (Red)
LAA Block							
Children & Young People	37	24	65%	5	14%	8	22%
Healthier Communities and Older People	35	22	63%	6	17%	7	20%
Economic Development & Enterprise	47	34	72%	6	13%	7	15%
Safer and Stronger Communities	63	43	68%	4	6%	16	25%
Total	182	123	68%	21	12%	38	21%

For the same 182 performance measures referred to in table 3 above, 123 (68%) either meet or exceed target at year-end. 21 (12%) are underperforming by up to 5% and 38 (21%) are underperforming by more than 5% of target.

Revised 13th May 2008

3.. First Year Assessment of Performance by Outcome:

Performance on outcomes within each Block is reported in the following pages. For each outcome a traffic light system is used to provide an assessment of actual performance for the year ended 31st March 2008.

Where sufficient performance information is available for the full year period, the following key to performance is used:

Green: Performance is either meeting target or exceeding target.

Amber: Underperforming by up to 5% of target.

Red: Underperforming by more than 5% of target.

Where information is not available for the full year (eg collection is dependent on a future annual event or survey), then a prudent assessment of performance is taken and is considered to be amber. This is clearly indicated for each outcome.

CHILDREN AND YOUNG PEOPLE SUMMARY

Outcome 1: Be Healthy.

Annual Performance Information not yet available

Full Year

GREEN

HIGHLIGHTS:

Good progress is being made with the number of schools achieving Healthy School Standards including those 40 targeted schools that form part of the county-wide Parent Support Advisors Project. The National Standards have been revised since initial target setting. Action plans are in place and projected figures in headline plan point towards overall targets being achieved if current progress is maintained. 94% of schools are engaged in the programme.

The Better Ways to School Programme now makes use of a small dedicated team making contact with schools and assisting them in travel plan preparation. The BWTS team have now made contact with an additional 40 schools, have established their partner steering group and have Action Plans in place. Earlier plans have been revisited to ensure compliance with new standards. If current progress continues then it is on track to achieve the overall target.

Breast feeding initiation rates for Q4 at 59% exceeds LDP target of 54.1%. Breast feeding rates have proved difficult to collate. The County has an action plan in place for meeting the new requirement to collate breastfeeding statistics at 6-8 weeks. A breast feeding strategy is in development and will link directly to the new Children's Centres and Healthy schools priorities to improve health outcomes. 92% of reception children were weighed and measured in 07/08 Q4 data for this age group exceeds end of year target. Action in place to continue increase in reception children measured year on year by 1%. And to increase year 6 children measured from 52% this year to 85%

Short Breaks – provider engagement day 6/11/07 with over 40 providers. New project manager in place, audit of cost and volume of current services matched with SEN data. Interim services in place commissioned by PCT to provide day and after school service in Carlisle

Teenage Conceptions 2006 ONS figures for teenage conceptions demonstrate

a reduction of 15.7% (14.1% required to 'get on track' for 2010 target). Cumbria now has 4th lowest rate in North West and lower than England average figures.

Work has also been prioritised in 'hot spot' areas in the County and an Action Plan is in place with more robust monitoring

EXCEPTIONS:

The number of children Looked After accessing health assessments and dental checks is an area that has room for improvement. Only one part of the County (the South) has improved performance above the baseline and the West of the County is performing particularly poorly. More robust monitoring is in place to address this.

Outcome 2: Enjoy and Achieve

Full Year

GREEN

HIGHLIGHTS:

Key Stage 3 performance in areas receiving Neighbourhood Renewal Funding (NRF) remains well above the target of ensuring that 50% of pupils achieve Level 5 Key Stage 3. Both Barrow and West Cumbria (the two NRF areas) have maintained a level well over 50% in all three subjects of English, Maths and Science.

The number of fixed term exclusions in those 40 targeted schools in the PSA Project (Parent Support Advisor) has also shown a reduction with targets for reducing the numbers both in Primary and Secondary Schools being achieved. The Positive Activities for Young People Programme (PAYP) record outcomes on a basket of indicators. All of the Indicators are showing continued improvement and targets set should be achieved by the end of the year.

The percentage of 5-16 year olds who participate in two hours PE/sport per week is also well on target. 87% Of 5-16 year olds engage in 2 hours PE/Sport. Per week. There are six School Sports Partnerships (SSPs) across Cumbria, each employing a Partnership Development Manager and each SSP has good Action Plans in place outlining activity to meet the targets set. The percentage

of 0-18 year olds who are active library borrowers is on target. The introduction of a new library management system has artificially boosted Q3 performance but underlying trend is good.

There has been significant increase in the number of young people with access to Leisure cards in Allerdale and we expect to see further increase during final quarter.

There has been a reduction in the percentage of CLA who missed 25 days of schooling for any reason. From a baseline of 17.5% this has reduced and end of year target should be achieved.

EXCEPTIONS:

Improvement in Educational outcomes for all Children Looked After (CLA) is an area requiring improvement. A detailed service plan has been put in place and Advisory Teachers are now more rigorously monitoring all Children Looked After. Plans are also in place to improve the quality of Personal Education Plans (PEPs).

Outcome 3: Achieve economic Well-Being.

Annual Performance Information not yet available

Full Year

GREEN

HIGHLIGHTS:

Overall Performance in this outcome remains good and in many cases very good.

At the end of Quarter 4, there is good performance in relation to the following individual indicators and those highlighted show excellent performance or improvement:

- 5.1% of young people were NEET compared with 5.5% in the same period in 2006. This remains on course to meet the stretch target of 4.8%
- 2.46 % of young people were Not Known compared with 11.98% in

Quarter 2 and 1.9% at the same period in 2006. This exceeds the 2010 target of 4.8%.

- 38.5% of teenage mothers are in EET compared with 29.3% in 2006.
- The 65% target for resolved cases of 16-24 year olds presented as homeless has been exceeded by 10% and above the national average.
- 46% CYP are at Level 3, 3% above the regional average and performance in relation to the level 2 target is the fifth best in the region at 74%.

EXCEPTIONS:

- The indicator for 18/19 year olds entering higher education does not lend itself to quarterly reporting or short-term solutions. A long-term strategy for raising young people's aspirations, underpinned by comprehensive data to ensure we can measure progression, is required.
- The national NEET Strategy has been published – key elements include a flexible mix of learning provision, which is essential if the number of vulnerable young people who are NEET is to be reduced and sustained long term; improvement in the reporting arrangements from learning providers and extending the September Guarantee to 17 year olds. A partnership approach is required to implement these requirements.

Outcome 4: Stay Safe.

Full Year

GREEN

HIGHLIGHTS:

Social care initial assessments completed within 7 working days have improved every quarter and have currently exceeded the target (81.05% Actual, Target 80%). Rigorous auditing processes to ensure quality has supported this improvement.

The number of child on child crimes has shown a steady and significant reduction with figures for both the first two quarters indicating a performance level above the agreed target.

Locality delivery plans have developed a more targeted approach to the delivery of services embedding the preventative framework which has assisted the delivery of services which focus on reducing the numbers of children admitted into hospital with preventative illnesses, injuries and self harm, and supporting families where children are on the register. Dedicated to achieving positive changes within the family which are sustainable and safeguard children.

Under 16's Looked After for 2.5 years or More Living in Same Placement or at Least 2 Years or Placed for Adoption 71%. Our statistical neighbours report at around 66% and our actual performance was commended by the DfES Consultants on Placement Stability.

EXCEPTIONS:

Timeliness of Core Assessment

4th quarter figures show performance at 68% this is a significant improvement but does not meet target. There have been fluctuations in performance through the previous quarters and a detailed analysis is almost complete to identify what further actions need to be implemented to address fluctuations

Outcome 5: Make a positive contribution.

Full Year

AMBER

HIGHLIGHTS:

- LAA 5.1b Increase the % of YP (13-19) gaining recorded outcomes as a % of those participating in youth work –revised guidance on the calculation of recorded outcomes which reflects the youth work process has impacted on the increased attainment of this target. Q4 46.51%
- LAA 5.1c Increase the % of YP (13-19) gaining an accredited outcome as a % of all young people in Cumbria – The report data shows a consistent increase in percentage throughout the year which has resulted in the LAA target being met. Q4 21.03%
- LAA5.1d Increase the % of young people 'reached' – A consistent increase in percentage throughout the year suggests that when all data has been included the target will have been met. Q4 23.12%
- LAA5.1e Increase the % of LAC participating in reviews. Performance (at the end of February 2008) continues to be good and stands at 93.9%

- LAA PSA 14 Reduce the number of First Time Entrants to the Criminal Justice System. The LAA target for 07/08 is to have no more than 1082. The indicative total for this period is 902 and is therefore well within target.

EXCEPTIONS:

The number of services/organisations with a Duty to Cooperate who achieve Hear by Right level one Standard is low and performance target for 07/08 has not been met despite best efforts it stands at less than 10% of all agencies achieve Hear by Right level one Standard.

4 LAA FUNDING

LAA pooled funding is divided into blocks, to be used towards outcomes and targets in those blocks of the LAA. Some funding streams are linked to specific targets in the LAA. Performance against those targets is covered in the Performance Summaries.

The grant conditions allow no more than 5% of the total allocation for Cumbria to be carried forward. The Forecast Outturn statement submitted to the Government Office is included at Appendix 3. [20.03.03 - this is currently draft] This shows partners are forecasting allocations of pooled funding to be substantially spent, and the forecast variance is within the 5% overall limit. Provided this position is maintained, no action is required. But in the event that the final figures exceed the 5% limit, then under the governance framework the CSP Executive would need to recommend how the situation is managed.

LAA pooled funding ceases after 2007-08. Area Based Grant is not a direct replacement, as is not specifically for the LAA. Instead, the emphasis is on alignment of all relevant funds to the outcomes and targets in the LAA. This will make funding and other resource issues much more integral to planning for the delivery of LAA outcomes and targets. This raises the profile of resource issues and emphasises the importance of developing and implementing a framework in Cumbria to support this approach.

5 LESSONS LEARNED FROM YEAR 1 DELIVERY OF THE LAA.

a. Building on successes and achievements

i. Improved partnership working, prioritisation and focus on outcomes:

When our LAA became fully operational in 2007, our seven CSP Thematic Partnerships were at different stages of development, some had well established practices for managing performance and delivering improvement and others were underdeveloped. The LAA has no doubt though improved partnership working by providing a focus for attention.

The Environment and Heritage Partnership for example was established after the LAA was developed and consequently have had to 'catch up' with the other TPs. In some instances there was a lack of clarity around how performance measures had been agreed and some targets were unachievable and/or were not contributing towards

priorities. Consequently there was little buy in to their achievement. The lessons learnt have been fully taken into account in developing and agreeing indicators and targets for the new LAA. The targets will be agreed with all involved and robust delivery plans will be written to ensure partners change their priorities if necessary.

The Safer and Stronger Thematic Partnership (SSCTP) has been established for a longer period and operates as holistic group, offering strategic direction and leadership to both the Safer and Stronger theme of the LAA. Conversely, the working groups, which serviced this partnership initially operated mostly in isolation.

Lead officers for this block quickly recognised the added value and benefit of merging these two groups, to reflect the SSCTP. This piece of work involved the unification of the two contrasting practitioner groups, which would then work together to share ideas, information and good practice, monitor performance and develop needs led projects. This would offer effective support to the strategic direction of the SSCTP, in order to achieve shared goals.

A robust multi agency practitioner group was brought together, drawn from the two working groups and at the preliminary meeting the vision was made clear in order to secure buy in from partners. Guided by the two SSC lead officers, the group worked together to identify terms of reference and a programme of work for the group. This enabled the cross fertilisation of ideas and allowed partners to play an effective role in current SSC management, delivery and also content development for the emerging SSC theme of the new LAA. Once agreed, the practitioner group was keen to assess the tasks and roles needed to achieve success.

Whilst heavily into the performance monitoring phase of year 1, timescales were shifted for the completion of a crucial phase of the new LAA development. The group responded to this challenge and the work to develop content for the SSC theme of the new generation LAA to run from 2008-11, was undertaken and completed within the prescribed timescales.

The group has also worked together to actively shape the Community Safety Agreement. This builds on the work undertaken by CDRPs in their locality strategic assessments, to inform the County strategy. This will act as a business plan for the SSCTP, demonstrating the commitment to a joined up approach to building safer and stronger communities in Cumbria.

Partnership working on the delivery of Healthier Communities and Older People's outcomes has also improved. The LAA has served as a catalyst for agencies across all sectors to work together on common goals and has resulted in improved communication with regard to progressing service development and service delivery. Specific areas of work have been highlighted for development and improvement e.g. The Well Read Scheme, and other have been highlighted where more work is needed e.g. Smoking Cessation.

ii. Improved information sharing and quality of data:

The sharing and quality of data has definitely improved over the last year, however for some performance indicators quarterly collection and reporting remains problematic. Sharing of information between the CSP executive and Thematic Partnerships has improved over the second half of the year and a clearer picture of performance is now available across all LAA outcomes. Development work is now underway to establish effective means of communication LAA successes to the public.

A strategic data sharing protocol has been endorsed by the CSP Executive and commitment to the Audit Commission's voluntary code of practice on Data Quality has been secured.

b. Learning from past experience.

i. Accountabilities and Responsibilities for Performance:

The bedrock of any Governance Framework is the clarity of accountabilities and responsibilities. Although the LAA Governance Framework sets out accountabilities and responsibilities for a range of partnerships and organisations (including the CSP Executive Board, CSP Thematic Partnerships, District LSPs, partner organisations, the County Council and its Cabinet and Local Committees), in practice these were often blurred, especially the role and purpose of the CSP Executive Board and its relationship with the CSP Thematic Partnerships in relation to the performance management of the LAA.

The 'Ladder of Intervention' as set out in the Governance Framework has not yet been applied and therefore there has been little evidence of the Thematic Partnerships being accountable to the CSP Executive Board for performance, and collective actions agreed to deal with underperformance.

Actions: Thematic Partnerships to highlight areas of persistent underperformance, escalate these to the CSP Executive Board to consider where appropriate, joint actions for improvement.

ii. Improved alignment of budgets:

The LAA has offered up an opportunity to maximise the purchasing power of TPs by aligning collective financial resources to the achievement of outcomes.

Actions: Thematic Partnerships to examine how the totality of available resources is focused on achieving outcomes and targets. This would emphasise that all

resources and activities are potentially relevant to the LAA, and that consideration of resource issues should not be confined to specific projects or funding sources.

iii. Commissioning:

Whilst the written Governance Framework contains a robust commissioning model, the practice of commissioning services is inconsistent across the CSP and although some Thematic Partnerships are developing models for successful commissioning of services, this remains an underdeveloped practice across the CSP. In line with the experience and lessons learned in paragraph 4.1 above, there remains an opportunity for the CSP Executive Board to develop a stronger and more effective commissioning role than at present. This would further crystalise the relationship and accountabilities between and across the CSP Executive Board and CSP Thematic Partnerships.

Actions: Thematic Partnerships to highlight examples of good commissioning practice and share good practice with other Thematic Partnerships.

iv. Supporting partnerships to deliver a successful Community Strategy & LAA:

To facilitate successful delivery of the CS and LAA, partnerships and partners must have the legitimacy to commit resources and to take decisions on behalf of their respective organisations and must be supported to build up the required capacity for robust Financial Planning, Performance, Risk and Project Management.

Action: Ensure that support for the system of partnerships is considered within the brief for the Leadership Centre within the overall review of governance in Cumbria.

v. Effective decision making through use of performance information:

The regular reporting of LAA performance to the CSP Executive Board and Thematic Partnerships must highlight both successes and areas for improvement. The content and style of reporting needs must ensure that the balance between the volume and quality of information presented is sufficient to enable partnerships to quickly grasp successes and (under)performance and to take appropriate action.

Action: Review and propose improvements to the content and style of management information reports used by Thematic Performance Groups and CSP Executive Board.

vi. Improved rural/equality/sustainability proofing:

Needs further exploration across the thematic partnerships.

vii. Other Practice Issues – Financial, Performance and Risk Management:

Opportunities for improving other practice issues have arisen throughout year 1 of delivery. **Actions to improve** these include:

- A review of the dates on which partnerships meet in order to manage performance. This should be more streamlined to ensure that meetings are timed to allow up to date information to be considered by TPs and any exceptions to planned performance (including achievements), to be escalated to the CSP Executive Board.
- A requirement for TPs to routinely forecast performance at the current year-end, using the latest performance information available to the partnership. Currently, most of the TPs do not systematically apply forecasting techniques.
- A requirement for TPs to routinely consider risk management information and financial management information alongside activity and performance management information so that a more rounded view of performance is achievable.
- A review of the way in which targets are profiled throughout the year.
- A review of how performance can be tracked in-year in instances where performance measures are wholly reliant on annual events.

viii. Cross- Cutting Outcomes:

During the development phase of the LAA, it was recognised that there would be opportunities for TPs to work across traditional boundaries on the attainment of cross-cutting outcomes.

Whilst there are many examples where lead Thematic Partnerships have worked on specific targets and outcomes, it is clear that there is greater scope for cross-partnership working and communication of performance across all the TPs on issues of mutual interest.

Actions: Thematic Partnerships to consider, when delivery planning, how partner organisations that may sit in other Thematic Partnerships can contribute to delivery, and have the mechanisms in place to facilitate this joint working, e.g. outcome/target groups

ix. Priorities:

Perhaps the most obvious lesson to be learned from year 1 is the abundance of priority outcomes and attaching performance measures in the LAA. There are in fact 249 individual performance measures that require systems for collection and reporting on a regular basis. On reflection, narrowing the focus of attention on the real priorities for Cumbria should contribute to more effective performance management of the LAA across the TPs.

Actions: A more manageable group of priorities for Cumbria has now been established via development of the refreshed LAA.

x. Communication of Performance to Stakeholders:

It is clear from the evidence to date that where activity can be measured, a relatively high percentage of Performance Indicators are either on target or exceeding target, however there is an opportunity to improve the way in which improving performance is reported and communicated to a wider range of stakeholder groups including the public, elected members, community groups and other communities of interest.

Actions: Research good practice in other 'areas' including a wide range of media, including the use of case studies, video, accessible internet, newsletter etc to publicise and communicate partnership achievements.

xi. Ownership of locality funded activities and targets:

In some instances it is evident that where locality funding has been earmarked for the delivery of neighbourhood targets (eg Neighbourhood Renewal Funding), the organisation receiving the funds to deliver local improvement has been disconnected from the mainstream activity of the CSP and its Thematic Partnerships.

The county's new LAA for 2008 – 2011 and preparation for Comprehensive Area Assessment (CAA), supported by the new financial framework, provides the opportunity to embed locality considerations into the work of the CSP as a whole.

Actions: Thematic Partnerships to ensure that delivery and performance management takes account of localities, with analysis of relevant funding of all sources as appropriate – ensuring the relevant linkages with partners at locality level are made.

xii. Elected Member engagement:

Some Elected Members have been involved in the development and delivery of the LAA, through individual partner organisation decision-making processes or through membership of Thematic Partnerships.

Some Elected Members from Cumbria County Council and the six District and Borough Authorities were members of the joint scrutiny panel established to oversee the LAA development process.

The further development and delivery of the LAA provides an opportunity to build on this work to ensure Elected Members can contribute to this more fully.

Action: To review Elected Member engagement in the work of the Thematic Partnerships, and to review scrutiny arrangements in relation to the LAA and its delivery.

xiii. Overall impact of the LAA:

It could be argued that having only delivered the first year of a 3 year agreement, it is either too early, or there is insufficient information on which to assess the success of the overall LAA. Nevertheless, regular performance reports should contain an assessment of achievement by theme and overall LAA.

Actions: In future to focus less on the individual performance measures in the LAA and instead, step back and assess what overall difference the LAA is making on the quality of life and outcomes for the public and communities.

APPENDICES

Appendix 1: Reward Element Targets

Appendix 2: Neighbourhood Renewal Targets (removed not relevant to Carlisle)

Appendix 3: LAA Grant Provisional Outturn

Appendix 1: Reward Element Targets

Table 1 provides a detailed analysis of the performance of the 15 measures relating to the 12 stretch targets. The following key to performance is used:





-  Performance is either meeting target or exceeding target.
-  Underperforming by up to 5% of target.
-  Underperforming by more than 5% of target.
-  Indicates insufficient performance information available at the end of quarter 3 and is fully explained in Table 2

Table 1 shows that at the end of year1:

- 11 measures (73%) were either on target or exceeding target
- 0 measures (0%) was underperforming by up to 5% of target
- 4 measures (27%) were underperforming by more than 5% of target

AMENDED 5TH June 2008

Table 1 Analysis of the Stretch Target Performance Indicators at 12 months to March 2008

LAA for Cumbria Stretch Targets				
Target/Outcome Reference	Actual at 12 months	Target at 12 months	Actual v Target at 12 months	
Target 1 CYP Outcome 3	5.24	5.80	★	CYP3.1a Reduce % 16-18 yr olds not in education, employment and training (NEET)
Target 2 HCOP Outcome 3	4312.00	4260.00	★	HCOP 3.3a - SP service users (16+) who are supported to establish and maintain independent living
	22.49	39.00	★	HCOP 3.1b - Average length of waiting time for major adaptations
Target 3 HCOP Outcome 2	2270.00	2826.00	▲	HCOP 2.2a - No of people stopped smoking for 4 weeks
Target 4 HCOP Outcome 2	25.70	22.20	★	HCOP 2.3a - % adult pop taking part in moderate intensity sport and active recreation
Target 5 EDE Outcome 1	0.00	0.00	★	EDE 1.2b Number of people moving from incapacity benefit into sustained employment
Target 6 SSC Outcome 4	4998.00	3998.00	★	SSC 4.1a Number of domestic violence incidents reported annually to the Police
	77.90	63.00	★	SSC 4.1c Percentage of convictions for domestic violence related offences
	42.50	35.60	▲	SSC 4.1d Percentage of repeat victims of domestic violence
Target 7 SSC Outcome 1	74.50	20.00	★	SSC 1.1e (M) Percentage reduction in the number of Prolific and Priority Offenders
Target 8 SSC Outcome 1	957.00	1082.00	★	SSC 1.1f Number of first time entrants to Youth Justice System
Target 9 Outcome 6	49.00	53.00	▲	SSC 6.1b Influence decision making
Target 10 Outcome 8	26.34	24.69	▲	SSC 8.1a Number of fire related deaths and injuries per 100,000 population
Target 11 Outcome 9	78.40	85.00	★	SSC 9.1b Total number of KSIs in which a driver aged 16-20 was involved (5yr rolling average)
Target 12 Outcome 11	37.64	33.00	★	SSC 11.1b Percentage of municipal waste recycled and composted

Amended 5th June 2008

Appendix 3: LAA Grant Provisional Outturn

LAA GRANT 2007/08: FORECAST OUTTURN											
Name of Authority											
LAA Allocation 2007/08			Forecast Outturn			Variance					
Revenue	Capital	Total	Revenue	Capital	Total	Revenue	%	Capital	%	Total	%
£10,617,770	£2,623,965	£13,241,735	£10,601,098	£2,609,713	£13,210,811	£16,672	0%	£14,252	1%	£30,924	0%
COMMENTARY											
(Please use this box to provide a commentary on the reasons for the variance and what action has been taken to address it.)											

Overview of Local Development Platforms (LDPs) and Multi Agency Support Teams (MAST) in Carlisle.

Introduction and Mission

The purposes of the LDPs and MASTs was:

1. To introduce integrated working across the very diverse partnership of agencies delivering services to Children and Young People (CYP).
2. To support the implementation of the Common Assessment Framework (CAF)
(note: MASTs were not originally intended to be permanent structures)

The intention was to have a MAST in each Local Delivery Platform within Carlisle by 31 December 2008. At present there are two operating LDP/MASTs in Carlisle based at NCTC and William Howard School, covering the geographical areas of Carlisle South and Brampton & Longtown. Advanced planning is underway to develop a MAST in the West of the city which will be operational by the beginning of October 2008. Initial planning is under way for LDP/MAST Development in Carlisle North with Dalston to follow thereafter.

Common Assessment Framework (CAF)

To date there have been approximately 180 people trained in the Common Assessment Framework (CAF) process in North Cumbria (Carlisle and Eden). The training has been modified and made practitioner specific and two additional trainers have been introduced to continue and accelerate further training. A CAF Integrated Manager a CAF continuation training programme is under development.

Carlisle South MAST (CSM)

- Core team developed and is now well established
- Imbedding integrative working in the area
- Operational lead in place
- Increased referrals, primarily from schools and health – 17 CAFS being undertaken
- Anecdotal feedback from professionals and parents CAF process is a positive
- Creative ways of working in place

Brampton & Long town MAST (BLM)

- First meeting May 16
- Processes based on Carlisle South
- Closer links with the school inclusion panel
- School and partners fully supportive of the process keen to see it develop further.

Carlisle West MAST (CWM)

- MAST to be established by October 1 – processes similar to existing MASTs
- CAF training will follow late mid- September to align with holiday season
- Logistics such as operational lead, location for Mast to be finalised

Carlisle North MAST (CNM)

- Practitioners event planned for September to establish focus for MAST
- Processes same as existing MASTS

Dalson MAST (DM)

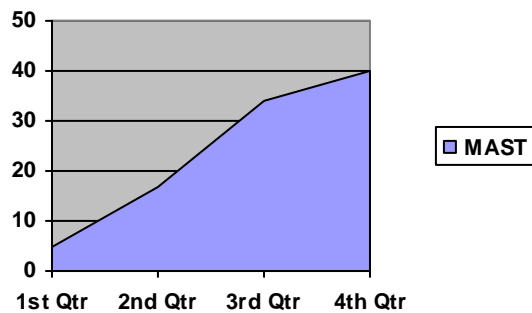
- Practitioners event date TBD, to establish focus for MAST
- Processes same as existing MASTS

SWOT Analysis Carlisle Masts

Strengths	Weaknesses
<ul style="list-style-type: none">• Partnership working• Strong performance of pilot south mast• Training & Awareness of CAF significantly increased• Practitioner & Management – buy-in• CAFS being undertaken• Good will from partners• MAST Coverage nearly complete for the entire City, undertaken with limited financial input.	<ul style="list-style-type: none">• Reliance on good will from partners• Partnership working, still at it's formative stage• No budget or administration to support implementation or – systematic data collection• No management structure• No clear policy direction• Not all partners are fully engaged (faith communities & 3rd sector)
Opportunities	Threats
<ul style="list-style-type: none">• Development of further MASTS• Increased number of CAFS should embed integrated partnership working• Increase Training and awareness of MAST & CAF• More effective communications with Partners• Shaping performance management systems.• Children's centres links	<ul style="list-style-type: none">• Partners may pull out• CAF, does not become fully imbedded• Operational leads are not appointed• MASTS do not fit into the strategic direction of the partnership• Partners funding becomes "Limiting"

Future trends

1. MAST Referrals Nov. 2007 – July 2008



Notes:

a.CAF/ MAST referrals through out the area on the increase (including consultations and CAFs)

b.MASTs may be working with more children/ young people and family's in more acute need than initially intended (at the higher end of the windscreen model) and consequently, may not be successfully targeting earlier intervention and prevention.

2. By the End of 2008, there may be an additional 3 more MASTS

Issues

- Some Partners could be unwilling to commit additional personnel to the project, particularly given, budgets constraints
- Capacity issues for the original MASTS will need to be identified. i.e. what is the maximum number of CAFs and any one time a MAST should have
- Further training and PR
- Regularising the relationship between Children's Services Integrated teams, Acute services and MAST Partnership working.
- Administrative support

Further Considerations

- The development of the Children's Centres in Carlisle may have an effect on the evolution of MASTs. An important element for future developments will be the establishment of relationships, processes, protocols and training, with Children's Centres.