

# ***LAA Delivery Planning – An Information Pack***

***April 2008***

## **Delivery Planning for the LAA: 2008/2011**

This document is to be used by partners when developing delivery plans for the new LAA. Staffordshire County Council (as the Accountable Body) has to be assured that there is consistency across the delivery planning process; that partners are aware of and adhere to the minimum standards for delivery planning and to ensure that robust, performance manageable plans, which deliver the activities associated with the designated LAA indicators and so contribute to the achievement of the LAA outcomes, are in place.

It contains the following sections:

- The Process
- LAA Delivery Planning Action Plan
- Roles and Responsibilities
- LAA Delivery Leads and LAA Target Leads
- Capturing the Information
- Delivery Planning: A Checklist
- LAA Delivery Planning: Useful Terms

If you have any questions about delivery planning or need further information, please contact:

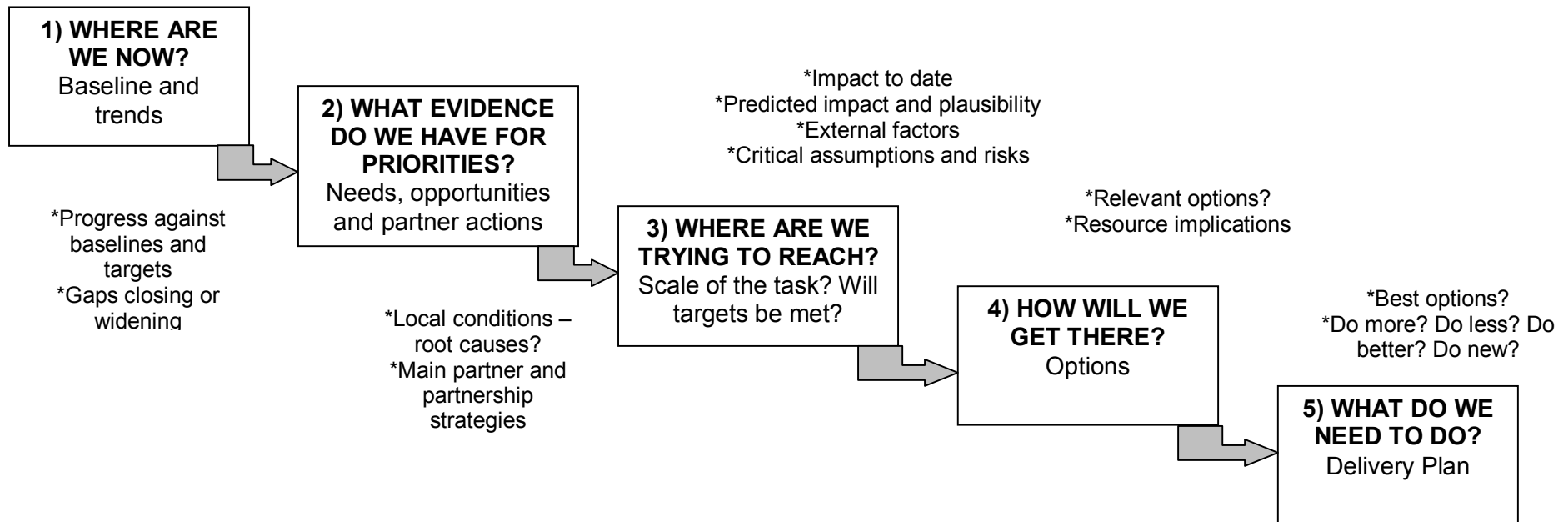
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## Section One: The Process

### Five Steps to Better Outcomes: Delivery Planning for the LAA

The Five Steps model is regional best practice, developed by the Learning to Deliver Programme. The model has been designed to help facilitate the planning process and is a guide to assist all partners in making a success of the LAA.

#### The Five Steps: The Model



## **Five Steps: The Core Questions**

### **STEP 1: WHERE ARE WE NOW? Current performance and trends**

- How are we performing against local, sub regional and national indicators and targets?
- Where there are inequalities targets, are we closing the gap or not?
- How do we compare with other areas?
- How significant are the performance gaps?

#### *Also ask:*

- Is performance in line with historical trends, or are significant changes of more recent origin?
- What are the main factors behind the trends?
- Is progress being made which is not being captured by the indicator data?
- Do these data obscure differences for groups of the population or for neighbourhoods/localities?

### **STEP 2: WHAT EVIDENCE DO WE HAVE FOR PRIORITIES? Needs, opportunities, actions**

- What priority needs do we need to address? Area-wide? More local? Target groups within the population?
- What are the nature and causes of the problems? What barriers and opportunities do we need to address?
- What current strategies and interventions address these needs?

### **STEP 3: WHERE ARE WE TRYING TO REACH? Forecasting whether targets will be met**

- How effective are current strategies and interventions?
- How well do current strategies and interventions match up against the scale and nature of needs?
- How likely is it that current interventions will achieve the objectives/targets?
- What is the scale of the gap to be filled in achieving the targets?
- What critical factors and risks affect likely performance?

### **STEP 4: HOW WILL WE GET THERE? Options appraisal**

- What options do we have for improving performance in achieving our objectives?

- What evidence do we have that these will be effective?
- What should we favour and why?

*Options may relate to:*

- 'Do more': scaling up successful interventions
- 'Do new': introduce new interventions
- 'Do better': improving delivery of existing interventions
- 'Do less': scaling down or withdrawing from particular interventions to free resources for other activities

#### **STEP 5: WHAT ARE WE GOING TO DO NOW? Revised actions for the Delivery Plan**

- What actions do we need to take to improve performance?
  - New interventions?
  - Upscale or downscale existing interventions?
  - Improve existing interventions?
- Who will be responsible for what, over what timescale?
- Are actions SMART?
- How will we monitor and evaluate?

The full document on **Five Steps to Better Outcomes: Delivery Planning for LAAs** is available from the LAA Team by emailing [sarah.gow@staffordshire.gov.uk](mailto:sarah.gow@staffordshire.gov.uk)

## The Timeline

The following timeline sets out the Staffordshire delivery planning process.

March 2008	April 2008	May 2008	June 2008	July 2008
Delivery planning pilot				
High level buy in to delivery clusters obtained				
Baseline and target setting	LAA Negotiations			
	Delivery planning begins	First draft plans submitted	Delivery planning ongoing	Final plans complete
			Assurance given to Accountable Body and LAA Boards	
				LAA delivery goes live

## **Section Two: LAA Delivery Planning Action Plan**

The following sets out key dates in the delivery planning process. The actions in bold are key dates for the submission of delivery plans.

<b>Action</b>	<b>Key Dates</b>	<b>Who?</b>
Work begins on the delivery planning pilot (alcohol harm)	From 5 <sup>th</sup> March 2008	Identified partners
Final list of proposed LAA indicators for designation agreed	By 14 <sup>th</sup> March 2008	Strategic Board
Information on proposed LAA Delivery Clusters circulated for approval	From 14 <sup>th</sup> March 2008	LAA Team
Proposed LAA Delivery Clusters agreed	By 31 <sup>st</sup> March 2008	Named Delivery Leads
Name Leads agreed		
Baselines, targets and spatial levels proposed	By 31 <sup>st</sup> March 2008	Indicator Leads
Full LAA Submission to GOWM	3 <sup>rd</sup> April 2008	LAA Team
Negotiations with GOWM on baselines, targets and spatial levels	15 <sup>th</sup> to 17 <sup>th</sup> April 2008	Relevant partners
Feedback from the delivery planning pilot shared	Mid April 2008	Dawn Reeves (NRA)
Delivery Planning Briefing for named leads	22 <sup>nd</sup> April 2008	LAA Team and Named Leads
Named Leads identify the appropriate partners or partnerships to contribute to delivery plans	From 22 <sup>nd</sup> April 2008	Named Leads and partners
<b>Confirmation of any proxy measures and rationale for these</b>	<b>By 12<sup>th</sup> May 2008</b>	<b>Named Leads</b>
Final Full LAA Submission to GOWM	19 <sup>th</sup> May 2008	LAA Team
<b>First draft delivery plans completed and sent to LAA Team</b>	<b>By 23<sup>rd</sup> May 2008</b>	<b>Named Leads</b>
LAA Team quality assures first draft of delivery plans	28 <sup>th</sup> to 29 <sup>th</sup> May 2008	LAA Team
Feedback provided on first draft delivery plans	By 29 <sup>th</sup> May 2008	LAA Team
LAA Team reports to LAA Boards on delivery planning progress	By end of May 2008	LAA Team / Boards
<b>Final delivery plans submitted to LAA Team</b>	<b>19<sup>th</sup> June 2008</b>	<b>Named Leads</b>
LAA Boards endorse the delivery plans and Accountable Body confirms that they are assured of the plans robustness	By end of June 2008	LAA Boards
LAA delivery begins in earnest	1 <sup>st</sup> July 2008	All partners

### **Section Three: LAA Delivery and Target Negotiation Leads**

The following table sets out the confirmed LAA Delivery Leads for the new LAA and the LAA Target Negotiation Leads. It also includes where indicators will be clustered together within a single delivery plan.

<b>LAA Priorities</b>	<b>LAA Delivery Cluster</b>	<b>LAA Designated Indicators</b>	<b>LAA Delivery Lead</b>	<b>LAA Target Negotiation Lead</b>
14-19 year old skills	Under 19 skills	NI 80: Achievement of a Level 3 qualification by the age of 19	<b>Bill Dewar</b> -Staffordshire County Council <a href="mailto:Bill.dewar@staffordshire.gov.uk">Bill.dewar@staffordshire.gov.uk</a>	<b>Bill Dewar</b> -Staffordshire County Council
NEETs	Young People Not in Education, Employment or Training	NI 117: 16-18 year olds who are not in education, employment or training (NEET)	<b>Carol Jones</b> - Connexions <a href="mailto:Carol.jones@cxstaffs.co.uk">Carol.jones@cxstaffs.co.uk</a>	<b>Phil Potts</b> - Connexions
Improving skills	Working age skills	NI 163: Proportion of population aged 19-64 males and 19-59 females qualified to at least Level 2 or higher	<b>Christine Doubleday</b> - Learning Skills Council <a href="mailto:Christine.doubleday@lsc.gov.uk">Christine.doubleday@lsc.gov.uk</a>	<b>Paul Doherty</b> – Learning Skills Council
		NI 165: Proportion of population aged 19-64 males and 19-59 females qualified to at least Level 4 or higher	<b>Not confirmed –</b>	<b>Not confirmed –</b>
Business growth	Business growth	NI 172: Percentage of small businesses in an area showing growth	<b>Roger Bradshaw</b> - Staffordshire County Council <a href="mailto:Roger.bradshaw@staffordshire.gov.uk">Roger.bradshaw@staffordshire.gov.uk</a>	<b>Steve Burrows</b> – Staffordshire County Council
Combating poverty	Benefits	NI 153: Working age people claiming out of work benefits in the worst performing neighbourhoods	<b>Annette Summerscales</b> - Job Centre Plus <a href="mailto:Annette.summerscales@jobcentreplus.gsi.gov.uk">Annette.summerscales@jobcentreplus.gsi.gov.uk</a>	<b>Annette Summerscales</b> - Job Centre Plus
Appropriate, affordable and aspirational housing	Appropriate housing	NI 154: Net additional homes provided	<b>Not confirmed –</b> Stafford Borough on behalf of the 8 Districts	<b>Tony Lovatt</b> – Staffordshire County Council
		NI 155: Number of affordable homes delivered (gross)		<b>Lucy Robinson</b> – Lichfield District Council
Tackling the anti social behaviour	Young offenders	NI 45: Young offenders engagement in suitable education,	<b>Sharon Moore</b> - Youth Offending Service <a href="mailto:Sharon.moore@staffordshire.gov.uk">Sharon.moore@staffordshire.gov.uk</a>	<b>Andrea Nisbet</b> – Youth Offending Service

and crime that matters to local people		employment and training		
		NI 111: First time entrants to the Youth Justice System		
Confidence and trust within communities	Citizenship	NI 4: Percentage of people who feel they can influence decisions in their locality	<b>Steve Hopkins</b> - Staffordshire County Council <a href="mailto:Steve.hopkins@staffordshire.gov.uk">Steve.hopkins@staffordshire.gov.uk</a>	<b>Steve Hopkins</b> - Staffordshire County Council
		NI 6: Participation in regular volunteering	<b>Nicky Burns</b> – SCIO <a href="mailto:N.Burns@volunteercentretamworth.org.uk">N.Burns@volunteercentretamworth.org.uk</a>	<b>Nicky Burns</b> – SCIO
	The Third Sector	NI 7: Environment for a thriving third sector	<b>Steve Hopkins</b> - Staffordshire County Council <a href="mailto:Steve.hopkins@staffordshire.gov.uk">Steve.hopkins@staffordshire.gov.uk</a>	<b>Steve Hopkins</b> - Staffordshire County Council
	Young People's Participation	NI 110: Young people's participation in positive activities	<b>Janene Cox</b> - Staffordshire County Council <a href="mailto:Janene.cox@staffordshire.gov.uk">Janene.cox@staffordshire.gov.uk</a>	<b>Janene Cox</b> - Staffordshire County Council
Domestic Violence	Domestic Violence	NI 32: Repeat incidents of domestic violence	<b>ACC Beale</b> - Staffordshire Police <a href="mailto:Marcus.beale@staffordshire.pnn.police.uk">Marcus.beale@staffordshire.pnn.police.uk</a>	<b>Nigel Manning</b> – Staffordshire Police
Tackling the anti social behaviour and crime that matters to local people	Reducing crime	NI 15: Serious violent crime	<b>ACC Douglas Paxton</b> - Staffordshire Police <a href="mailto:Douglas.paxton@staffordshire.pnn.police.uk">Douglas.paxton@staffordshire.pnn.police.uk</a>	<b>Nigel Manning</b> – Staffordshire Police
		NI 16: Serious acquisitive crime		
	Tackling anti social behaviour	NI 21: Dealing with local concerns about anti social behaviour and crime by the local council and police	<b>Not confirmed</b> – Cannock Chase on behalf of the 8 Districts	<b>Not confirmed</b> –
Tackling the causes of neglect	Supporting and Protecting Vulnerable Children	NI 68: Referrals to children's social care going on to initial assessment	<b>Deborah Ramsdale</b> – Staffordshire County Council <a href="mailto:Deborah.ramsdale@staffordshire.gov.uk">Deborah.ramsdale@staffordshire.gov.uk</a>	<b>Sally Rowe</b> – Staffordshire County Council
Supporting and protecting vulnerable people		NI 51: Effectiveness of child and adolescent mental health service (CAMHS)	<b>Andrew Brunt</b> – Staffordshire County Council <a href="mailto:Andrew.brunt@staffordshire.gov.uk">Andrew.brunt@staffordshire.gov.uk</a>	<b>Pete Gray</b> – Staffordshire County Council
	Living Independently	NI 136: People supported to live independently through social services (all adults)	<b>Madeleine Fullerton</b> – Staffordshire County Council <a href="mailto:Madeleine.fullerton@staffordshire.gov.uk">Madeleine.fullerton@staffordshire.gov.uk</a>	<b>Vaughan Willmore /Alan Lotinga</b> – Staffordshire County Council
		NI 135: Carers receiving needs assessment or review and a specific carer's service or advice or	<b>Christine Whitehead</b> – Staffordshire County Council <a href="mailto:Christine.whitehead@staffordshire.gov.uk">Christine.whitehead@staffordshire.gov.uk</a>	

		information		
		NI 146: Adults with learning disabilities in employment	<b>Darren Evans –</b> Staffordshire County Council <a href="mailto:Darren.evans@staffordshire.gov.uk">Darren.evans@staffordshire.gov.uk</a>	
	Supporting Vulnerable Families	NI 156: Number of households living in temporary accommodation	<b>Not confirmed –</b> Tamworth on behalf of the 8 Districts	<b>Pat Main –</b> South Staffordshire District Council
Health inequalities	Improving Health	NI 8: Adult participation in sport	<b>Judith Wright –</b> South Staffordshire PCT <a href="mailto:Judith.wright@southstaffspct.nhs.uk">Judith.wright@southstaffspct.nhs.uk</a>	<b>Mark Thornevill –</b> Sport Across Staffordshire
		NI 123: Stopping smoking		<b>Jo Robins –</b> South Staffordshire PCT
		NI 121: Mortality rate from all circulatory diseases at ages under 75		
	Improving Children's Health	NI 112: Under 18 conception rate	<b>Lesley Gerhardt –</b> Staffordshire County Council <a href="mailto:Lesley.gerhardt@staffordshire.gov.uk">Lesley.gerhardt@staffordshire.gov.uk</a>	<b>Lesley Gerhardt –</b> Staffordshire County Council
Reducing Obesity		NI 56: Obesity among primary school children in year 6	<b>Dr Judith Bell –</b> North Staffordshire PCT <a href="mailto:Judith.bell@northstaffs.nhs.uk">Judith.bell@northstaffs.nhs.uk</a>	<b>Dr Judith Bell –</b> North Staffordshire PCT
Reducing the harm caused by alcohol	Reducing the harm caused by alcohol	NI 39: Rate of hospital admissions per 100,000 for alcohol related harm	<b>Louise Stone-</b> DAAT <a href="mailto:louise.stone@staffordshire.gov.uk">louise.stone@staffordshire.gov.uk</a>	<b>Not confirmed –</b>
Reducing the harm caused by drugs	Reducing the harm caused by drugs	NI 40: Drug users in effective treatment	<b>Louise Stone-</b> DAAT <a href="mailto:louise.stone@staffordshire.gov.uk">louise.stone@staffordshire.gov.uk</a>	<b>Val Martin –</b> DAAT
Sustainable Travel to Opportunities and Services	Sustainable Travel	NI 175: Access to services and facilities by public transport, walking and cycling	<b>Charles Soutar -</b> Staffordshire County Council <a href="mailto:Charles.soutar@staffordshire.gov.uk">Charles.soutar@staffordshire.gov.uk</a>	<b>Nicola Swinnerton –</b> Staffordshire County Council
Wasting Less	Waste	NI 191: Residual household waste	<b>Paul Wilcox –</b> Staffordshire County Council <a href="mailto:Paul.wilcox@staffordshire.gov.uk">Paul.wilcox@staffordshire.gov.uk</a>	<b>Kevin Glaze –</b> Staffordshire County Council
Sustainable management of the environment	Biodiversity	NI 197: Improved local bio-diversity – proportion of local sites where possible conservation management	<b>David Cadman -</b> Staffordshire Wildlife Trust <a href="mailto:d.cadman@staffs-wildlife.org.uk">d.cadman@staffs-wildlife.org.uk</a>	<b>David Cadman -</b> Staffordshire Wildlife Trust

		has been, or is being implemented		
Meeting the challenge of climate change	Climate Change	NI 186: Per capita CO <sub>2</sub> emissions in the LA area	<b>Steve Potter</b> - Staffordshire County Council <a href="mailto:Steve.potter@staffordshire.gov.uk">Steve.potter@staffordshire.gov.uk</a>	<b>Steve Potter</b> - Staffordshire County Council

## **Section Four: Delivery Planning Roles and Responsibilities**

### **Accountable Body (Staffordshire County Council)**

- To develop a sound process which ensures the delivery of the LAA for Staffordshire
- To provide assurance to GOWM that there is a fit for purpose process in place to deliver the Staffordshire LAA;
- To prepare an LAA and manage negotiation with GOWM and Central Government;
- To receive and account for the Area Based Grant (ABG) and ensure that the funding has been used appropriately;
- To ensure that suitable performance management arrangements are in place for the LAA as a whole.

### **LAA Delivery Lead**

- To co-ordinate the development of a delivery plans for the delivery cluster/indicator
- To be responsible to the relevant LAA Boards for the delivery of the cluster/indicator
- To use existing, relevant partnerships or convene new partnerships of the relevant contributory partners to develop the plan
- To establish and maintain involvement of partner organisations in the development and delivery of the relevant LAA delivery clusters/indicator
- To undertake risk assessment and devise appropriate risk management strategies for the delivery cluster/indicator
- To liaise with other LAA Delivery Leads to ensure cross cutting issues are addressed
- To performance manage the LAA indicator/cluster
- Make recommendations to stop or suspend projects that are not delivering expected outcomes
- Make proposals for new or amended projects or objectives in response to changes in local circumstances or identified national best practice
- To work with the relevant Partnerships to identify spatial disaggregation and appropriate targets as relevant
- To attend delivery planning events

## **Section Five: Capturing the Information**

To ensure consistency in delivery planning, and to ensure that the necessary assurance can be provided to central Government, a delivery planning template needs to be completed. This consists of a template, which essentially records all the work done as part of the 5 Step Process and a series of contextual questions. By providing the context, the LAA Management Boards and Accountable Body will be assured that equalities, Section 17 and climate change have all be addressed.

### **Delivery Planning for the LAA (2008/11): The Context**

Please answer the following questions to help set the context for this LAA delivery plan. This will also provide assurance that the relevant, minimum standards have been met in terms of delivery planning.

<b>What the plan is seeking to achieve? Please include details of the people and places it will affect, linking it back to the persuasive rationale.</b>
<b>Who is the activity intended to affect/benefit? Who else might the activity impact one? Please consider factors such as age, gender, religion, race, sexuality, disability. If there is likely to be a negative impact, what actions will you take to mitigate against this?</b>
<b>Are the activities set out in the plan, accessible and inclusive? Have you considered the barriers to access? How will you overcome these barriers?</b>
<b>Under Section 17 of the Crime and Disorder Act, all local authorities, police authorities and other agencies must consider crime and disorder reduction and community safety in the exercise of all their duties and activities. How have you met this requirement in developing this plan?</b>
<b>How have you considered the impact the activities in this plan may have on climate change?</b>

**Delivery Planning for the LAA (2008/11): The Template**

<b>LAA Delivery Lead</b>	[Name] – [Post] – [Organisation] – [Email] – [Telephone]				
<b>Name of Delivery Cluster</b>	[Cluster]				
<b>Is an existing partnership to be used for delivery?</b>	[Yes] [Partnership] / [No]				
<b>If no, please specify the other partners to contribute</b>	[Name] – [Organisation]				
<b>Please specify the plans to which you are going to add value in delivering this</b>					
<b>Added Value Activities</b>	<b>Description</b>	<b>Completion Date</b>	<b>Lead Officer and Organisation</b>		
<b>Please specify the activities to be delivered /supported by the Third Sector</b>					
<b>LAA Indicators / Baselines and Targets</b>	<b>LAA Indicator(s)</b>	<b>Baselines</b>	<b>Target (2008/09)</b>	<b>Target (2009/10)</b>	<b>Target (2010/11)</b>
<b>Disaggregated Targets for Delivery Purposes, if applicable</b>	<b>Disaggregated Targets</b>	<b>Baselines</b>	<b>Target (2008/09)</b>	<b>Target (2009/10)</b>	<b>Target (2010/11)</b>
<b>Proxy Indicators, if applicable</b>	<b>Proxy Indicator(s)</b>	<b>Baselines</b>	<b>Target (2008/09)</b>	<b>Target (2009/10)</b>	<b>Target (2010/11)</b>
<b>Rationale for the Proposed Proxy Indicator</b>					

<b>Impact on other LAA outcomes/priorities/indicators</b> <i>(not specified above)</i>				
<b>Resources Required</b>	<b>Please identify any existing resources required</b>	<b>Please identify any additional resources required</b>		
<b>Risk Management</b>	<b>Description of any high level risk</b>	<b>Actions to mitigate the risk</b>	<b>Timescales</b>	<b>Lead Officer</b>

## **Delivery Planning Checklist**

The following is a brief checklist for LAA Delivery Leads to use to help ensure that the delivery plan for the relevant LAA Delivery Cluster/Indicator contains all the information required and meets the agreed partnership minimum standards for delivery.

The LAA Team will use this checklist as part of the quality assurance process it undertakes on both the draft and final delivery plans. This quality assurance will help to provide the LAA Boards and Accountable Body with the necessary assurance that the LAA delivery plans are robust, appropriate and capable of delivering.

<b>Does the delivery plan include?</b>	<b>✓ Yes</b>	<b>X No</b>
An agreed, identified named lead		
The relevant indicators for the delivery cluster/indicator		
The relevant baselines and targets for the indicators		
Brief description of relevant activities/actions, with accompanying milestones and dates		
Details of the relevant contributing partners/existing, relevant partnerships		
Details of the existing plans which the delivery plan adds value to		
Brief details of the relationship the delivery cluster/indicator has to other delivery clusters/indicators		
References to identified linked plans for LAA delivery clusters		
Details of existing resources required		
Details of new resources required		
Details of risk and actions to mitigate the risk		
Contact details of the named lead		

## **LAA Delivery Planning: Useful Terms**

<b>Delivery Cluster:</b>	The LAA delivery clusters show a logical approach to what (the indicators) can be delivered together effectively. Essentially, the draft LAA Delivery Clusters will deliver the priorities.
<b>Existing Partnership:</b>	For example the Children's Trust, 14-19 Partnership, Safer and Stronger Communities Steering Group
<b>Added Value Activities:</b>	The actions, processes or services undertaken in order to achieve specific project outputs. The activities listed here should only be the ones which add value to existing activities identified in existing delivery plans.
<b>Third Sector:</b>	The voluntary and community sector.
<b>Indicator:</b>	This is measure or measures by which we will monitor progress of the delivery cluster. The indicator(s) are drawn from the National Indicator Set.
<b>Baseline:</b>	The data on the current process that provides the measurement against which to set future targets.
<b>Targets:</b>	A clear and time-bound milestone for achieving the outcome – these have been, or are being negotiated with GOWM by the Target Negotiation Lead.
<b>Target Negotiation Lead:</b>	The person who has proposed and negotiated with GOWM where necessary the baselines and targets for the indicator. In some cases this person is the same as the LAA Delivery Lead.
<b>LAA outcome:</b>	The Staffordshire LAA also contains four outcomes: A vibrant, prosperous and sustainable economy; Safe, strong and cohesive communities; Improved health and sense of well being; Protected, enhanced and respected environment.
<b>LAA priority:</b>	The LAA priorities were identified by the LAA Management Boards over July-November 2007. There are 19 LAA priorities which are all linked to one or more LAA indicator(s).
<b>LAA indicators:</b>	There are 35 indicators in the Staffordshire LAA. These have all been drawn from the National Indicator Set

- Disaggregated targets:** These are targets which have been devised locally as part of the delivery plan to monitor progress towards the LAA indicator. It might be that a County target is disaggregated in the delivery plan to 3 District targets or 20 neighbourhood targets.
- Proxy Indicators:** Where data, baselines and targets do not yet exist for a particular indicator, a proxy measure will need to be identified so that LAA Delivery Leads can monitor locally the progress being made in achieving a particular outcome.
- Existing Resources:** This refers to mainstream financial resources.
- Additional Resources:** This refers to Area Based Grant resources, where available.