AGENDA

CABINET

MONDAY, 7 AUGUST 2006

11.00 AM

COUNCIL CHAMBER, COUNCIL OFFICES, ST PETERS HILL, GRANTHAM

Duncan Kerr, Chief Executive

CABINET MEMBERS:	Councillor Mrs. Linda Neal (Leader/ Portfolio: Strategic Partnerships & Community Safety), Councillor Ray Auger (Portfolio: Healthy Environment), Councillor Terl Bryant (Portfolio: Resources & Assets), Councillor Paul Carpenter (Deputy Leader & Portfolio: Access and Engagement), Councillor Mrs Frances Cartwright (Portfolio: Organisational Development & Housing) and Councillor John Smith (Portfolio: Economic Development)
Cabinet Support Officer:	Jo Toomey 01476 406152 e-mail: j.toomey@southkesteven.gov.uk

Members of the public are entitled to attend the meeting of the Cabinet at which key decisions will be taken on the issues listed on the following page. Key decisions are marked *.

1.   **CONSULTATION ON LOCAL AREA AGREEMENTS OUTCOME FRAMEWORK**
     Report number CEX346 by the Chief Executive.   (Enclosure)

2.   **LINCOLNSHIRE SHARED SERVICES**
     Report CEX350 by the Chief Executive.   (Enclosure)

REPORT TO CABINET

REPORT OF: Chief Executive

REPORT NO.   CEX346

DATE: 7th August 2006

TITLE:	Consultation on Local Area Agreement Outcome Framework
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	No
COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION:	All
CORPORATE PRIORITY:	N/a
CRIME AND DISORDER IMPLICATIONS:	Detailed in Report
FREEDOM OF INFORMATION ACT IMPLICATIONS:	N/a

Background

1.   Local Area Agreements are a national initiative to improve integration between local and national government. This is done through reaching agreement on the delivery by local government of key outcomes. Some of these are prescribed nationally others can be set locally.

2.   Although no new funding is available for Local Area Agreements they do offer the opportunity of improving efficiency and effectiveness by merging disparate funding streams into a single pot. They also offer Local Authorities the chance to identify any "freedoms or flexibilities" which could be given under ministerial delegated authority to help deliver the outcomes.

3.   Local Area Agreements are signed-off on a county basis, and for various reasons Lincolnshire is a little behind other counties in the East Midlands. However there has been rapid progress this year and it is expected that the County LAA will be submitted to the Government Office by September.

4.   One advantage of being somewhat later than other parts of the country has been that we can learn from some of the agreements that have already been signed. The best of these incorporate, but are not dominated by, the national priorities. In these documents there is a strong local priority or value that emerges. For example in Stoke on Trent the agreements seeks to focus on preventive measures, whilst in Birmingham it tackles the three big themes of worklessnesss, housing and health.

The Proposals for Lincolnshire

5.   The draft Lincolnshire document is attached as appendix A. It has been produced by a working group set-up by the Lincolnshire Assembly and has been sent-out for consultation.

6.   As can be seen there is no over-arching Lincolnshire themes instead, the document follows the four shared national priorities of safer and stronger communities, healthier communities and older people, children and young people and economic development and enterprise. I will address the proposals under each theme in turn and then make some more general remarks.

Safer and stronger communities

7.   This relates closely to the priorities of both the South Kesteven LSP and of the Council itself. However little mention is made of preventative approaches, nor of environmental crime (such as littering and fly-tipping). Also the only reference to the diversity and equality agenda comes in a single line regarding migrant communities. In view of this I would make the following recommendation:

Recommendation 1

That a target is set to increase participation in sport, the arts and other diversionary activities amongst children and young people from areas where there is a relatively high rate of juvenile crime.

Recommendation 2

That targets are set for increasing (by say 20%) detection and prosecution of environmental crime and a co-ordinated campaign across the county is undertaken with the aim of achieving a 10% increase in satisfaction with our response to fly-tipping an other environmental crime.

Recommendation 3

That a target is set for every Council in Lincolnshire to reach at least Level 2 on the Local Government Equality Standard.

Healthier Communities and Older People

8. The outcomes stated in this section are mainly derived from the national targets. I do not know the extent to which theses targets have been re-configured to take account of the proposed service reconfigurations and reductions proposed by both the PCTs in Lincolnshire and the United Lincolnshire NHS hospital trust. I would have thought that these measures could have had an adverse impact on some of these targets for example on teenage conceptions.

9. In addtion the outcomes relating to housing focus solely on non-decent homes and do not set any targets for increasing the provision of affordable homes in the county which is a major priority of both the District and the LSP>

Recommendation 4

That the Health community in Lincolnshire is asked to confirm that the targets being proposed are still achievable if all proposals for service reductions and reconfigurations recently proposed are implemented.

Recommendation 5

That a new target is set for improving the provision of affordable homes in the County by 10% per annum.

Children and Young People

10. The targets in this area cover a wide range of areas although many specific targets have yet to be confirmed. Obviously the County Council as the authority responsible for Children services has the lead role here and the specific proposals do not feature prominently in this Council's priorities. The only potential omission is under the engagement of young people in democracy and the governance of their communities. This is part of our priority for access and we have sought to set-up specific youth forums as well as staging citizens juries which have engaged young people.

   Recommendation 6

   That a new target is set for the engagement of young people in local democracy by the establishment through-out the County of youth forums or councils.

Economic Development and Enterprise

11. The measures proposals here try to balance between increasing the employment rate and addressing the low-wage, low-skills economy reflected in a very poor county GVA.

12. Where targets are proposed for areas of deprivation (which uses the deprive areas funds eligibility as a benchmark and therefore excludes and areas in South Kesteven), they appear rather modest at just 1%.

13. No mention is made in this section of the crucial importance of market towns as rural capitals and the engines for the revival of the rural economy.

14. No proposals made to improve transport links or tackle some of the traffic congestion problems that deter potential investment form the county.

Recommendation 7

That a more ambitious target is considered for improving employment in deprived areas.

Recommendation 8

That a new target is introduced to undertake health checks on all market towns in the County and to prepare specific action plans for improving the economy and vitality of each of these settlements.

Recommendation 9

That serious consideration is given to introducing a new target relating to improving transport within the county.

Freedoms and Flexibilities

15. If the scope of the Local Area Agreement was increased in accordance with the measures proposed in this report there is one important freedom and flexibility that could be granted by the government and would have a very significant impact for our communities.

16. This would be for the Department of Communities and Local Government to permit authorities in Lincolnshire to use the Major Repairs Allowance (MRA) to fund the provisions of new social housing. This allowance was allocated to Local Authorities with housing stock in order to enable them to meet the decent homes standard purely on the basis on stock age and type, without access to accurate stock condition data or knowledge regarding the effectiveness of previous maintenance and renovation programmes by Local Authorities.

17. The result of this practice has meant that authorities such as South Kesteven with well a maintained stock have built up a large MRA reserve which can not be spent on any other purpose. The problem is compounded by the fact that in the past the authority chose to fund housing renovation and improving from capital receipts (which could have been used to fund new social housing) rather than using the MRA

Recommendation 10

That in negotiating the Local Area Agreement a specific flexibility is sought for all Lincolnshire authorities to use any MRA reserves to fund the provision of new social housing and to retain these reserves for this sole purpose following any transfer of the housing stock.

18.   One other, more ambitious freedom that could be sought would be to be given pilot status to consider charging householders for the production of household waste. South Keseteven is currently rolling-out wheeled bins which will be chipped with the technology enabling us to quantify exactly how much recyclable and non-recyclable waste is being produce by each property in the District. This gives us the ability to charge, or offer rebates, according to the amount of non-recyclable waste each household produces. If we did receive this discretion we could use experience gained in Ireland to model the level of charges and rebates. I would further advocate fairly broad bands. Clearly the charges/rebates would need to be calculate on annual basis and if this was done in a calendar year they could be included within the Council tax bill for the following year, thus minimising collection costs.

19.   This would be a more difficult flexibility for the government to grant since it would require primary legislation.

Recommendation 11

That in negotiating the Local Area Agreement a specific flexibility is sought to enables collection authorities in Lincolnshire to levy charges or offer rebates to householder to reflect the amount of non-recyclable waste being produced from their property.

General Remarks

20.   Although this report makes several recommendation to increase the scope of the Local Area Agreement it is recognised that the best agreements have a clear focus and this may mean reducing the scope accordingly. No over-arching theme has yet emerged for Lincolnshire. I would suggest that a theme around innovation in service provision would provide a spur to challenge conventional thinking.

Recommendation 12

That the Council strongly urges partners to engage in a process that can lead to a clear vision or theme for the Lincolnshire Local Area Agreement.

Duncan Kerr
<u>Chief Executive</u>

Appendix A

Local Area Agreement for Lincolnshire
Draft Outcomes Framework 30th June 2006

Note:

Bold typeface indicates national mandatory outcome & indicator
Bold italic typeface indicates mandatory outcomes & indicators attaching to areas in receipt of Neighbourhood Renewal Fund, and areas denoted Spearhead PCTs (applies to Lincoln City)
Italic typeface indicates LPSA2 outcomes & indicators (these run to 2008)

Safer and Stronger Communities

Outcomes	Indicators
Reduce crime	**Reduction in overall British Crime Survey comparator recorded crime. Targets must be those as agreed between crime and drugs partnerships and GOs to support delivery of Home Office PSA1.** **A County level target will need to reflect the targets of the crime and drugs partnerships, and any aggregation will need to be agreed with the GO.** **Reduce the proportion of adult and young offenders and prolific and other priority offenders who re-offend.** Improved fire safety, including deaths by fire and incidence of arson
Reassure the public, reducing the fear of crime	**Indicators to be agreed in negotiation** Targeted interventions for those most vulnerable to crime, for example through doorstep crime reduction and awareness programmes
Reduce the harm caused by illegal drugs	**Reduce public perceptions of local drug dealing and drug use as a problem**
Build respect in communities and reduce anti-social behaviour	**Increase in percentage of people who feel informed about what is being done to tackle anti-social behaviour in their local area** **Increased percentage of people who feel that parents in their local area are made to take responsibility for the behaviour of their children** **Increased percentage of people who feel that people in their area treat them with respect and consideration** **Reduce people's perceptions of ASB (using the seven issues stated in the survey)** ***These indicators should draw on the data in the Local Government User satisfaction survey).***
Empower local people to have a greater choice and influence over local decision making and a greater role in public service delivery.	**Percentage of residents who feel they can influence decisions affecting their local area** **Percentage of people who feel that their local area is a place where people from different backgrounds get on well together** **An increase in the number of people recorded as or reporting that they have engaged in formal volunteering on an average of at least two hours per week over the past year**
Reduce overall crime in line with local Crime and Disorder Reduction Partnership targets	*Reduction in overall British Crime Survey comparator recorded crime.* *Targets must be those as agreed between crime and drugs partnerships and GOs to support delivery of Home Office PSA1. A County level target will need to reflect the targets of*

and narrow the gap between the worst performing wards/neighbourhoods and other areas across the district	*the crime and drugs partnerships, and any aggregation will need to be agreed with the GO*
Improve the quality of the local environment by reducing the gap in aspects of liveability between the worst wards/neighbourhoods and the district as a whole, with a particular focus on reducing levels of litter and detritus	*Reduction by 2008 in levels of litter and detritus using BV199 at district level* Improved environment in towns, building on Market Town regeneration initiatives currently in place.
Improved quality of life for people in the most disadvantaged neighbourhoods; service providers more responsive to neighbourhood needs; and improved service delivery	*Percentage of residents (in areas receiving these SSCF funding elements) reporting an increase in satisfaction with their neighbourhoods*
Reduce violent crime	*Total number of offences of violence against the person crime, robbery and sexual assault, as recorded by Police*
Tackling Alcohol Abuse	*1. The number of people aged under 18 in treatment for alcohol* *2. The percentage of successful treatment outcomes for those in for those in treatment* *3. The number of under 18s involved in alcohol-related incidents attended by Lincolnshire Ambulances* Promoting a responsible approach to alcohol that balances the economic and social opportunities it offers with the harm that it causes
Reducing the numbers of people killed or seriously injured on Lincolnshire's roads	*Number of people killed or seriously injured (KSI) on the roads in Lincolnshire, as measured by STATS 19*
Reducing the numbers of people accidentally killed or seriously injured	Road KSI (above outcome could be integrated into this as an indicator) Deaths & injuries in fires Accidents at home Accidents at work
Ensuring our community is accessible to all regardless of disability or age	Promote engagement with disabled and older people so that they have real influence on public services – indicators include: Numbers of people assessed through disability specific/old age consultation and involvement for a Proposition of public service policy decisions that can demonstrate specific engagement with disabled/older people To improve access to and provision of public and community transport, particularly targeted to isolated rural communities and those at risk of social exclusion Improve access to public services through more joined up and outreach approaches
Strengthen community cohesion and social inclusion	Improved community leadership Improved leisure and cultural opportunities Increased community engagement and participation (especially

	children and older people)
	Indicators and measures to be developed around social inclusion and access for particular groups
	Students
	Older people and those retired
	Migrant workers and families of migrant workers
	Small rural communities
	People with disabilities and ling-term health conditions
Strengthen the voluntary sector	Develop locally accessible, flexible and responsive services
	Levels of participation in voluntary activity within local communities

Healthier Communities and Older People

Outcomes	Indicators
Improve health and reduce health inequalities	*Reduce health inequalities within the local area, by narrowing the gap in all-age, all-cause mortality.* **Reduce health inequalities between the local authority area and the England population by narrowing the gap in all-age, all-cause mortality** Data on all cause premature mortality (under 75 years) records 21% reduction in mortality overall in Lincolnshire(1999-2005). The differential between the most deprived and least deprived wards (by quintiles) records similar levels of improvements across all wards, therefore there is little narrowing of the gap between the worst and the best quintiles
Reduce premature mortality rates and reduce inequalities in premature mortality rates between wards/neighbourhoods with a particular focus on reducing the risk factors for heart disease, stroke and related diseases (CVD) (smoking, diet and physical activity)	*Reduce premature mortality rates from heart disease and stroke and related diseases so that the absolute gap between the national rate and the rate for the district is reduced by [x]% by 2010 [x to be agreed as part of the contribution to the reduction in the gap between the Spearhead Group and the England average (national PSA target)]* CVD Premature Mortality for Lincoln (compared with WLPCT) records a 20% reduction in mortality rates for the city. The WLPCT experienced a 32% reduction rate over the same time period. The Lincolnshire figure was 33% reduction. Lincoln is not narrowing the gap and will need to perform in excess of 40% reduction on the 1996 baseline. *Reduce the gap in premature mortality rates between the most deprived 20% of wards/neighbourhoods and the least deprived 20% of wards/ neighbourhoods with a particular focus on reducing the gap in smoking prevalence in those areas* Data on all cause premature mortality (under 75 years) records 21% reduction in mortality overall in Lincolnshire(1999-2005). The differential between the most deprived and least deprived wards (by quintiles) records similar levels of improvements across all wards, therefore there is little narrowing of the gap between the worst and the least qiunitiles Reductions for mortality for CHD records an overall 36% reduction for Lincolnshire from 1998 – 2005. There is little differentiation in inequality between worst and least deprived quintiles. No narrowing of the gap has taking place. Reductions in mortality form Stroke records a 22% improvement in Lincolnshire. There has been a greater reduction in mortality from Stroke in the most deprived wards (31%) than the least deprived (3.8%) Mortality from Diabetes has grown by 1% between 1998-2005; with greatest increases seen in the most deprived wards (11%) than the least (-23%) **Reduce adult smoking prevalence rates** Adult smoking prevalence information is not robust. A "Snapshot" piece of primary care information estimated 34% of males and 26% of females smoking. **Increase the number of four-week quitters** The number of four-week quitter targets being achieved = 73% (1% above target). Across the PCT areas there has been a 92-100% improvement in the four-week quit success rates. No

	inequalities differential is available. **Reduce the percentage of women smoking during pregnancy (1% per year)** Lincolnshire has seen a 2.3% reduction in smoking during pregnancy between 1998/99 and 2005/06. Quit rate is 72% **Increase the number of smoke-free homes** **Increase the number of smoke-free workplaces** **Halt the year on year rise in childhood obesity** No local figures available yet. PCTs are planning how to implement BMI measurements for children. (Relate to CH&YP Block) Primary Care will seek to improve BMI measurement s for adults through the Quality Outcomes Framework (QOF) **Increase the number of children and young people participating in one hour of moderate physical activity each day** **Increase the number of adults taking at least 30 minutes moderate physical activity on five days or more a week:** E. Mids figures note 30% active. No Lincolnshire figures available.
Reduced premature deaths form cancers	***Reduce mortality rates from cancer by at least 20% in people under 75, with a reduction in the inequalities gap of at least 6% between the worst and the population as a whole*** Reduction in cancer mortality in Lincolnshire is 11% (1998-2005); with greater improvements in worst deprived wards(14%) than least (-1%)
Improve the health of children, families and young people	**Improve breast feeding rates (1% per year)**: There has been a 2.6% increase in breast feeding across the PCT areas over the past two years **Improve childhood vaccination rates** Immunisation rates range from 85-95% for the range of vaccinations available **Reduce the u 18 year conception rates (see Sexual Health):** **Achieve a 95% accreditation of schools through Healthy Schools by 2008:** 70% of Lincolnshire schools engaged: 35% accredited **Establish a comprehensive CAMHS services by 2006; comprehensive strategy by 2007** **Managing the impact of cluster change** Ensuring that changes in organization of service provision reflects needs of local communities for the long term
Improve the physical health of the population– through reducing the misuse of substances & misuse of alcohol	Inequalities Targets - `narrowing the gap` between the best and the worst No differential available. A DAAT produced Heroin and Alcohol Index provides a differentiation of prevalence across Lincolsnhire. Alcohol Targets (See Safer and Stronger) Drugs Key Performance Indicators. DAAT KPIs exist and are performance related **Increase the number of drug treatment users participating in treatment services** **Increase the number / % participants completing successful drug treatments –** 63% of treatment packages got to completion (on target)
Improve the sexual health of the population, including tackling teenage conceptions	**Reduce the under 18 conception rates by 50% by 2010** A 18% reduction in teenage conception rates for Lincolnshire is noted from 1997 to 2003. District authority rates vary from a 35% decrease to a 11% increase**.** **Improve access to GUM within 48 hours** **Decrease the rates of new Gonorrhoea diagnosis** **Increase the % of 15-24 years accepting Chlamydia screening** **Enable access to abortion within 2 weeks before 10 weeks gestation**

Improved mental health, well-being and social networks	**Improve the mortality rate from suicides by at least 20%**: Annual suicide prevention report produced with associated action plans. There has been a 10% reduction in suicide rates in Lincolnshire from 1998/00 to 2002/04. the greatest reduction has been in the least deprived wards (32%) than the worst deprived wards (-10%) **Reduce the number / rate of cases of self harm:** **Improve life expectancy of mental health service users:** **Reduce the number of mental health service users on incapacity benefit:** **Increase the number of mental health service users volunteering or in employment:** **LDP Target – 8% reduction in Mental Health emergency admissions**: There has been a 53% reduction in emergency admissions for Mental Health from 1998/99 to 2005/06. The range of change between the worst and least deprived wards ranges from 55% to 50%
Improve independence of older people	*The percentage of older people aged 65 or over surveyed, who report being satisfied[1] with the help they received from Lincolnshire Social Services and satisfied[1] with the services purchased directly using "on-going" Direct Payments, as measured by PAF D52 (older people home care user survey – satisfaction with services)* *The number of older people aged 65 or over moving permanently into residential care, as measured by PAF C26* *LCC LPSA performance at March 2005 was 972 people.* Older people experience greater choice and control over decisions that affect their lives. Possible indicators: • Development of new and upgraded accommodation options, eg extra care housing, retirement villages • Rollout of individual budgets, self assessments and expanded use of Customer Service Centre • Greater role for voluntary organisations in supporting vulnerable adults • Increased use of telemedicine and telecare
Improve the functional independence of older people to improve health and avoid unnecessary hospital admissions	*Number of emergency unscheduled acute hospital bed days (defined in the Department of Health guidance for Local Delivery Plans 2005-2008*) occupied by a person aged 75 or over in NHS hospitals in Lincolnshire:* *Hospital admissions for 65years and over have seen a 39% increase between 1998/99 and 2005/06 Short-stay emergency admissions (1-2 bed days) have seen a 105% increase over that time period; with the greatest increase in the least deprived wards (129%) when compared the worst deprived wards (73%). Longer stay emergency admissions (7+ bed days) has seen a 2.5% rises over the same time period; with the greatest increase in the least deprived wards (11%) when compared with the worst (-4%)* *Reduce the admissions to hospital for falls over 65 years by 20% by 2010:* *There has been a 7.2% increase in the hospital admissions for falls between 1998/99 and 2005/06; with the greater increase in the worst deprived wards (7%) than the least (2.1%). Peak increase in the middle quintile wards (17%)*
Improve household income for retired people through	*The number of Pension Credit claimants in Lincolnshire (caseload), as measured by DWP quarterly statistics* *The number of Attendance Allowance claimants in Lincolnshire*

increased take up of Pension Credit, Council Tax and Housing Benefit	*(caseload), as measured by DWP quarterly statistics* *The number of Housing Benefit claimants over 60 in Lincolnshire (caseload), as measured by data from MIS returns to DWP from Lincolnshire District Councils* *The number of Council Tax Benefit claimants over 60 in Lincolnshire (caseload), as measured by data from MIS returns to DWP from Lincolnshire District Councils*
As part of an overall housing strategy for the district, improve housing conditions within the most deprived neighbourhoods/wards with a particular focus on ensuring that all social housing is made decent by 2010	*The two-year combined sample (2005/6 to 2006/7) from the continuous English Household Condition Survey (EHCS) reporting in 2007 confirms that the reduction in the number of non-decent social dwellings is more than 50% of the total reduction in the number of nondecent social dwellings since 2001* *The two year combined sample (2007/8 to 2008/9) from the continuous EHCS reporting in 2009 confirms that the reduction in the number of non decent social sector dwellings is more than 50% of the total reduction in the number of non decent social sector dwellings since 2001*
Improve access to affordable and social housing	Monitor the impact on demographic changes in Lincolnshire – inward and outward migration, e.g. older people, families and new communities (migrant workers)
Hospital reconfiguration that ensures closer joint working to meet local needs	Responding to minor accidents and illnesses Developing the "First Responder" model further Supporting adults with long term health conditions Supporting children with long term health conditions

Children and Young People

Outcomes	Indicators
Raise standards in English, maths and science in secondary education so that by 2008, in all schools located in the districts in receipt of NRF, at least 50% of pupils achieve level five or above in each of English, maths and science	*By 2008 all schools located in Local Authority Districts in receipt of NRF to ensure that at least 50% of pupils achieve level five or above in each of English, maths and science*
Promoting the achievement of young people aged 13-19 through an increase in the number of accredited awards	*The percentage of young people in regular contact with Lincolnshire Youth Service aged 13-19 that achieve accredited youth awards*
To narrow the gap in educational achievement between looked after children and their peers, and improve their educational support and the stability of their lives	*Key Stage 4* 1. *The percentage of young people leaving care aged 16 or over with at least 1 GCSE at grade A to G or equivalent (PAF A2)* 2. *The percentage of looked after children in year 11 that achieve 5 GCSEs at grades A* to C or equivalent (Key Stage 4)* *Key Stage 2* 3. *The percentage of looked after children that achieve level 4 or better in English at Key Stage 2* 4. *The percentage of looked after children that achieve level 4 or better in Mathematics at Key Stage 2* 5. *The percentage of looked after children that achieve level 4 or better in Science at Key Stage 2* *Key Stage 3* 6. *The percentage of looked after children that achieve level 5 or better in English at Key Stage 3* 7. *The percentage of looked after children that achieve level 5 or better in Mathematics at Key Stage 3* 8. *The percentage of looked after children that achieve level 5 or better in Science at Key Stage 3* *Post Key Stage 4* 9. *PAF A4 – The percentage of care leavers aged 19, who were looked after on their 16th birthday, who are in education, employment or training* *Placement Stability* *The percentage of children under 16 who have been looked after for 2.5 years or more to have been in the same placement for at least 2 years.*

Improving average attendance rates in Lincolnshire schools	***The percentage of half day sessions missed (authorised and unauthorised) by all pupils in primary and secondary schools in Lincolnshire as measured and reported in the annual performance return to DfES (data is collected from the start of each Autumn term preceding the measurement date until the end of May Bank Holiday in the relevant year)***
Being Healthy	
Reduction of health inequalities in the county	Infant mortality, access to dental care, reduction in smoking, teenage pregnancies, drugs and alcohol use
Improved lifestyles in the county	Provision of integrated services for children with a disability, integrated Child and Adolescent Mental Health Services and access to services in rural areas.
Staying Safe	
Improved parenting.	**Strengthening families so they can look after their children at home including early identification and support**
All children are protected	Safe from bullying and discrimination, accidental injury or death
Improved recruitment, retention and development of the children's services workforce.	This priority targets the partnership children's services workforce ensuring it is fit for purpose. Targets TBC
Enjoying and Achieving	
Tackling under achievement and raising aspirations	Targets TBC
Broaden opportunities by extending study support, physical education and sport	Targets TBC
Improving behaviour and reducing exclusions	Targets TBC
Making a positive contribution	
Children and young people are listened to and influence the way things happen and are part of making things better	Targets TBC
Childcare and respite care is available to support all children and their families	Targets TBC
Children have a safe place to play and things to do to keep out of trouble	Targets TBC
Achieving economic well being	
Improve the life chances (health, housing, education, childcare, employment and training) of all children, including vulnerable children	Children with a disability, children who are gifted and able, children with special educational needs, children looked after, young offenders, young carers, those not in education, employment or training, Black and Minority Ethnic communities
Reduce the number vulnerable children e	Children looked after, young offenders
Reduce NEET (those	Targets TBC

not in education, employment and training) targeting resources on those areas and those young people where risk of NEET is greatest	

Economic Development and Enterprise

Outcomes	Indicators
Increase employment rate in Lincolnshire	The national DWP/Treasury PSA target is "As part of the wider objective of full employment in every region, over the three years to Spring 2008, and taking account of the economic cycle: • demonstrate progress on increasing the employment rate; • increase the employment rates of disadvantaged groups (lone parents, ethnic minorities, people aged 50 and over, those with the lowest qualifications and those living in the Local Authority wards with the poorest initial labour market position); and • significantly reduce the difference between the employment rates of the disadvantaged groups and the overall rate." Baseline 2004/5 Lincolnshire – 72.2%; Indicator – benefit claimant count Develop Worklessness Floor Target Action Plans for the 20% most deprived wards in England in Lincolnshire to determine actions and targets in improving employment rates. Use benefit claimants as proxy for employment rate.
Increase the employment rate in the wards eligible for Deprive Areas Fund	Increase the employment rate by 1% in - Trusthorpe and Mablethorpe South (IB/SDA % of working population November 2005 – 29%) - Mablethorpe North (24.5%) - Sutton on Sea North (24%) - Mablethorpe East (26.9%) - Mablethorpe Central (18.6%) - St. Clement's (20.2%) - Fenside (15%) - Gainsborough East (13.8%) - Scarbrough (17.2%) Indicator: benefit claimant count, particularly IB/SDA
Spatial Variations in prosperity	Reduce disparity between Lincolnshire's 20 worst Super Output Areas and the Lincolnshire average through SRB type intervention Baseline: 20 SOAs with highest rates of deprivation (LES Action Plan) Adopting an integrated approach to overcoming the special difficulties of the most deprived areas of East Lincolnshire along the lines of New Deal for Communities in Urban Areas - Problems of 'sparse' areas require a comprehensive solution like New Deal for Communities, rather than intervention in individual markets. 100,000 people assumed to live in the area (to be determined). Spend one quarter of spend in urban areas (£500 p.c.) i.e. £125 p.c. = £ 12.5 million p.a. for 10 years.

	Securing improved access to services through the current process of planning for improved access. Renewal of rural communities through the best use of the Modernising Rural Development programme and related programmes of expenditure. Indicators concerning PSA for MRD and improvements in income of lagging rural districts (LES action plan)
Increase enterprise in LEGI area England 20% most deprived wards in Lincoln – see Lincoln Map and Bell Hanson business by ward To increase total entrepreneurial activity amongst the local population **(Mandatory for areas in receipt of LEGI)**	1. Total Entrepreneurial Activity Rate (GEM) 2. Business stock (ONS – IDBR (Interdepartmental Business Register)) x 1.25 (see University of Lincoln research into the number of non VAT registered businesses in Lincs.) 3. VAT deregistrations (IDBR) x1.25 4. VAT registrations (IDBR) x 1.25 5. Rate of growth of business stock 6. Number of businesses assisted to improve their performance 7. Level of reported crime against business
Increased investment To attract appropriate inward investors, making use of local labour resources **(Mandatory for areas in receipt of LEGI)** Attract appropriate inward investment and franchising into deprived areas, making use of local labour resources **(Mandatory for areas in receipt of LEGI)**	Indicators at neighbourhood and priority group level to be agreed in negotiation
Increased Competition Support the sustainable growth, and reduce the unnecessary failure, of locally owned business in deprived areas **(Mandatory for areas in receipt of LEGI)**	Indicators at neighbourhood and priority group level to be agreed in negotiation See indicators above for increased enterprise.

Increase housing supply in a sustainable way by at least 20% above the Sustainable Communities Plan baseline with overall housing growth of at least 500 homes per year in the local authority area.
(Mandatory for areas where New Growth Points Funding is received – Lincoln
	The successful bids for Lincoln and Grantham
	  ➢ Comply with current/proposed Regional Plan in terms of strategy and capacity;
	  ➢ Offer a minimum of 20% housing growth above the East Midlands Regional Plan (at January 2003) and at least 500 homes per year taking account the history of recent growth;
	  ➢ Relieve pressure in high demand areas and improve affordability.
	  ➢ Focus on urban areas (or exceptionally the rural fringe).
	Need to link to successful bid for Newark.

and Grantham)	
Increase employment and economic stability – LPSA2 stretch target	*Number of new vacancies created and safeguarded by the partnership (Lincolnshire County Council, all seven district councils and Job Centre Plus), for a minimum of 6 months as measured by Tracktivity data. Target – 1809 between 2005-08; increase of 354 new vacancies filled and safeguarded for at least 6 months*
Increase the number of successfully completed accredited qualifications by adults	*The number of adults who gain a Skills for Life Entry Level 1,2, 3, Level 1 or Level 2 qualification in Adult Literacy (and or Numeracy) or an ESOL Skills for Life national qualification at Entry Level 1, Entry Level 2, Entry Level 3, Level 1 or Level 2*
LES Action Plan Match UK average skills position by 2016	115,000 'one level' improvements in qualifications Baselines defined in LES action plan Targets: 2007/08 – 2,300; 2008/09 – 9,200; 2009/10 – 11,500 Number of adults acquiring basic skills Number of adults achieving a full first Level 2 qualification Proportion of adults qualified at least to Level 3 (Labour Force Survey) Baseline: 17% of adults of working age qualified to at least level 3
LES Action Plan Increase economic growth and productivity of Lincolnshire	GVA per capita (using, where necessary, average earnings as a 'leading' proxy indicator) (ONS) Baseline: £12,489 (2003) – 77% of UK average GVA Total output (GVA) (using, where necessary, earnings X employment as a 'leading' proxy indicator) (ONS in £ million) Baseline: £8,309million (2003)
An increase of 2,200 (11%) in the number of firms in Lincolnshire	Targets: 2007-08 – 44; 2008/09 – 176; 2009/10 – 220
Attraction of an annual average of 1,000 new jobs and £160 million of investment from investors new to Lincolnshire, with a special focus on business to business services.	Targets: 2007/08 – 200; 2008/09 – 800; 2009/10 – 1000 £32m £128m £160m
Having a suitable supply of property in each local area within Lincolnshire.	Public investment needed to underpin projects accommodating one third of the anticipated growth in employment over the plan period. Gap funding for: **Major transformational sites** on a scale sufficient to transform various parts of sub region. **Other sites –** the availability of some property and development land close to each town.
Increase employment and reduce unemployment and inactivity in Lincolnshire	Employment rate (Labour Force Survey) Baseline: 72.2% (working age population 2004/05) Employment rate (Labour Force Survey) Baseline: 72.2% (working age population 2004/05) Number of IB claimants (Benefit payments count) Baseline: 28,100 (November 2005)
LES Action Plan	Indicators:

To promote growth and sustainability of enterprise and small business in Lincolnshire. **<u>AND</u>** To support the sustainable growth, and reduce the failure, of locally-owned business	Total Entrepreneurial Activity Rate (GEM) 1. Business stock (ONS – IDBR (Interdeparmental Business Register)) x 1.25 = 27,138 (2004) 2. VAT Deregistrations (IDBR) x 1.25 = 2,156 (2004) 3. VAT registrations (IDBR) X 1.25 = 2,225 (2004) 4. Rate of growth of business stock = 69 (2004) 5. Number of businesses assisted to improve their performance (emda targetry framework Single Programme output) 6. Level of reported crime against business
Increase investment and competition	Public and private infrastructure investment levered (£million/%private) Rate of planning applications processed to nationally set standards
Support growth and productivity in specific local business sectors of importance (consistent with state aid rules)	Employment in agreed priority cluster industries Turnover in agreed priority cluster industries
Work in partnership to provide sustainable solutions to environmental issues, including reducing our energy needs making the best of renewable technologies e.g. biomass and bio-fuels.	Average annual domestic consumption of gas and electricity (kwh). Daily domestic water use (per capita consumption). The percentage of river length assessed as (a) good biological quality; and (b) good chemical quality. a) The percentage area of land designated as sites of special scientific interest (SSSI) within the local authority area in favourable condition; and b) the area of land designated as a local nature reserve per 1,000 population.
To work in partnership to address climate change and manage flood risk.	Re-alignment of flood banks Nature conservation, measured through proactive development of biodiversity, linked to regional strategy and Lincolnshire Biodiversity action plan Protection and enhancement of landscape character, linked to enhanced sense of place through cultural/leisure provision
Reduce waste going to landfill	*Percentage of non-biodegradeable household waste diverted from landfill* Reduce waste going to landfill – the volume of household waste collected and the proportion recycled. (LES action plan) Levels of composting

POLICE HEADQUARTERS
PO Box 999
LINCOLN LN5 7PH

DDI: (01522) 558020

Officer Dealing:
Chief Inspector Paul Elliott

paul.elliott@lincs.pnn.police.uk

LINCOLNSHIRE POLICE

Your Ref: Our Ref: 28th July 2006

Dear Consultee,

Local Area Agreement Safer Stronger Communities Block

I am writing to ask your involvement in formulation of the safer stronger communities element of the Local Area Agreement. The document attached is a first draft of a first draft

It is loosely based on the format of other finalised LAA's and DCLG guideline and I am led to believe it to be along the right lines. However nothing in it is sacred or set in stone so your views are valued and may make a difference.

The text in red identifies new targets / outcomes that were not included in the original outcomes framework document that have now been included following recent 'challenging' feedback from GOEM.

I am keen for individuals to provide feedback on the content, suggest other things to include or to delete and generally make constructive comments to enable completion within the tight schedule available as this needs to be consulted upon, revised and submitted by 6th September.

I am on annual leave from Sat 29th July – Tuesday 15th August. I ask that you reply with your considered views by 14th August so that my colleague Carole De Haney is able to consolidate your feedback in time for my return and a SSC Steering Group meeting on the 16th August. And so that I can use the fortnight remaining before the deadline to complete the task.

Carol De Haney's e-mail is carol.dehaney@lincs.pnn.police.uk

Thank you

Chief Inspector Paul Elliott
Citizen Focus

SAFER AND STRONGER COMMUNITIES BLOCK

(Version 1 - JULY 26TH 2006 PJE)

Lincolnshire is a large and increasingly diverse county with long standing well established communities as well as emerging communities new to the county. This presents both challenges and opportunities as we work together to deliver 'safer stronger communities'. We believe that strong communities are places where people of all backgrounds should feel safe in a welcoming environment and where they feel that their concerns are heard and responded to. Strong communities look out for each other, get involved with community activity and engage with service providers to improve the quality of life and prospects of their neighbourhood. The outcomes in this block will lead to communities where people feel safer, by tackling crime, anti-social behaviour, improving community cohesion and through improving the local environment. They will lead to stronger communities, by giving people a voice, strengthening the voluntary and community sector, and improving people's access to decision making and to services. The work of our partnerships will also make a direct contribution to delivering improvements in the most disadvantaged neighbourhoods in the county.

Partnership Arrangements
A wide range of partnerships, networks and community activity already contribute to making Lincolnshire communities stronger and safer at county, district and neighbourhood level. Key partnerships are detailed below.

- Lincolnshire Assembly
- 7 x District Local Strategic Partnerships (LSP's)
- 7 x District Crime and Disorder Reduction / Community Safety Partnerships (CDRP's)
- County Drug and Alcohol Action Team (DAAT)
- Voluntary Sector Liaison Group (Vocal, CVS & Change Up Consortium)
- Neighbourhood Panels
- Community Cohesion Steering Group
- Children and Young People's Strategic Partnership (CYPSP)
- Lincolnshire Criminal Justice Board (LCJB)
- Lincolnshire Association of Local Councils (LALC)
- Cultural Advocacy Group (CAG)
- Lincolnshire Road Safety Partnership (LRSP)
- Community Council of Lincolnshire
- Lincolnshire Community Foundation
- Government Office East Midlands (GOEM)

Through consultation these partnerships have contributed towards formulation of the LAA and will ultimately be responsible for delivering its outcomes in partnership with the community through voluntary community based activity.

Voluntary Community Sector (VCS)
The VCS in Lincolnshire is extremely diverse and lacks a single, overarching representative body with which the statutory sector can engage. The development of the SSC block has been achieved through consultation and co-operation of colleagues from Urban Challenge, VOCAL, Community Council for Lincolnshire and the three Community Voluntary Sector (CVS) groups in the county and the emerging CVS Consortium. The voluntary sector infrastructure will be strengthened and supported through the 'Change Up' agenda.

COMPACT

All voluntary and public sector bodies involved in the LAA will be encouraged to sign up to the COMPACT and acceptance of COMPACT principles are a condition of grant for any body seeking to benefit from SSC funding in order to deliver services in support of the LAA's strategic aims.

We believe that decision making around geographical communities should take place, as far as is possible, at the most local level in order that local people are able to influence those decisions. Whilst we will set overall strategy direction and targets for the safer stronger communities element of the LAA at county level, the local delivery (planning and implementation) will be organised through the district LSP's and delivered through value added partnership working.

HIGH LEVEL OUTCOMES

SAFER COMMUNITIES

- Reduce overall crime, and crimes in high-crime areas, and to reassure the public by reducing the fear of crime and anti-social behaviour across the county (PSA1)

- Reduce the number of violent crimes, including domestic violence, hate crime and incidents related to alcohol misuse. (LPSA2 Target3)

- Reduce the harm caused by illegal drugs including substantially increasing the number of drug misusing offenders entering treatment through the criminal justice system to enable them to live healthy crime free lives. (PSA4)

- Reduce harm related to alcohol misuse (LPSA2 Target4)

- To improve road safety and reduce casualties on the roads of Lincolnshire. (LPSA2 Target 8)

STRONGER COMMUNITIES

- To increase resident empowerment so that people within local communities can participate in local decision making and are able to influence service delivery

- To improve community engagement and increase the number of people involved in volunteering activities and increase the voluntary and community sector contribution to delivering public service through appropriate commissioning and support.

- To improve the quality of life for people across the county, particularly in the most disadvantaged neighbourhoods, and ensure service providers are more responsive to neighbourhood needs and improve their delivery

- To improve community cohesion across the county through encouraging integration and participation in community activities

CLEANER GREENER

- To protect natural resources

- To reduce the amount of litter, graffiti, fly tipping, abandoned vehicles and detritus to achieve cleaner and greener public spaces and improved quality of life.

EVIDENCE BASE FOR SELECTION OF OUTCOMES AND TARGETS

The Safer Stronger block aims to identify and achieve positive, challenging outcomes that will make a measurable difference to the quality of life of Lincolnshire residents. This will be achieved through genuine partnership working with joint targets that are owned and contributed to by all partners to provide added value.

The outcomes reflect both national and local priorities, including those outcomes which are mandatory within the LAA and those identified through consultation processes. The targets we have chosen are almost all national indicators and align directly with the Audit Commission, as well as with central government Public Service Agreements. They also contribute towards a number of strands of central and local government strategy, including: 'Together We Can', Sustainable Communities Strategy 2006-2009, National Community Safety Plan, Respect Action Plan, Tackling Drugs to Build a Better Britain, the UK Sustainable Development Strategy (*Securing the Future*), the Neighbourhood Renewal Strategy, Waste Strategy, the Cleaner, Safer, Greener Communities programme, Tomorrow's Roads : Safer for Everyone 2000-2010, Safer Stronger Communities Fund document 2006, East Midlands Spatial Strategy, Sub Regional Investment Plan, District LSP Community & CDRP strategies.

All the principles and strategies set out in the Safer Stronger Communities element of the LAA document have been designed to support the new "Sustainable Community Strategy for Lincolnshire 2006-2009" that was accepted and ratified by the Lincolnshire Assembly on 11th April 2006. The Community Strategy was drawn up after an extensive period of research and consultation with stakeholders and citizens.

Further Supporting Evidence

- In the 2005 MORI survey 42% residents identified community safety services as one of the most important issues for the county.

- Only 4% of respondents to the Lincolnshire Crime Audit Survey knew that crime had decreased during 2003/04, the majority thought it had increased. People were most concerned about being victims of burglary and vehicle crime, despite these crime types both falling.

- Concern about violent crimes was also high despite this being rare. The lowest reported level of violent crimes against the person was in North Kesteven (8.4 per 1000 population) and the highest in Lincoln (32.1 per 1000 population).

- 77.5% of residents say they feel fairly safe or very safe after dark. (National average 72.5%)

- Although crimes occurred throughout Lincolnshire, the vast majority were concentrated in the urban areas around town centres or in areas of high deprivation

- Overall in Lincolnshire there is a 1 in 20 chance of being a victim of crime, although residents aged 18 to 24 are ten times more likely to be a victim than those aged over 65.

- Road Safety is a major concern in Lincolnshire with 69 people killed and 369 people seriously injured. Although the number of people killed or seriously injured on the county's roads has decreased by 22% compared to the previous year, the aim is to ensure that this figure continues to fall on annual basis.

- It is estimated that 75,000 migrant workers and their families are living or working in the county. According to a survey carried out in 2001, 40% of BME respondents reported that they had been subject to some form of racial discrimination in the county

- 15% of BME respondents in the survey felt that community relations in Lincolnshire are poor

- New settlers in Lincolnshire experience high levels of discrimination and harassment. Problems are compounded by sparsity, rural and cultural isolation and lack of support structures.
- Drug depedence is closely linked to acquisitive crime and 2000 people entered structured drug treatment in Lincolnshire during 2004/5. This is a 25.5% increase on the previous year.

Priority for future investment of resources and funding will be given to the top 10% most deprived areas of the county identified in the map overleaf, which are centred on the East coast around Skegness, Ingoldmells and Mablethorpe, in Boston (Fenside Estate), Grantham (Earlesfield Estate), Gainsborough, and Lincoln City (Castle, Glebe, Abbey, Moorland and Birchwood Wards).

Top 10% most deprived SOA's

Gainsborough
DE02 & 03

Mablethorpe
CA06

Lincoln City Zoomed In

Part of Castle ward
DA02

Part of Glebe ward
DA04

Ingoldmells
CA11 & 12

Skegness
CA08,09 &10

Part of Birchwood ward
DC01

Part of Abbey ward
DA06

Part of Moorland ward
DC08

Fenside (Boston)
CD12

Earlesfield
(Grantham)
BA10

Top 10% most deprived SOA's

⬛ Region

0   5   10
miles

N

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Lincolnshire County Council 100025370

Lincolnshire
COUNTY COUNCIL

Economic Regeneration
Beech House, Waterside South, Lincoln LN5 7JH
01522 550500   www.research-lincs.org.uk

Source:ODPM/DCLG 2004

Safer Stronger Communities

(Please Note: This form is to be discussed at block lead meeting 28th August and may be revised / used in future as template for outcomes etc. It will not alter the content of tables which follow, but may alter presentation format)

OUTCOMES

Outcome	Baseline	Targets 07-08/08-09/09-10	Funding	Pooled or aligned?	Lead Agency	Delivers which national/ regional agenda(s)	Delivers which cross-cutting themes?	Which priority geographical area affected?	Added value provided

ENABLING MEASURES

Description	Why required?	Benefits arising from measure	Partners participating	Which central govt depts involved?

PSA 1 – Reduce all crime by 15 per cent and further in high-crime areas, by 2007/08							
For Lincolnshire this is a reduction of 17.7%							
Mandatory Outcomes and Priorities	**Mandatory Measures**	**Baseline 2003/04**		**Target 2006/07**	**Target 2007/08**	**Target 2008/09**	**Lead Partners**
Reduce overall crime in line with local CDRP targets and narrow the gap between the worst performing wards / neighbourhoods and other areas across the district	Reduction in overall British Crime Survey comparator crimes*.	All comparator crimes	35,975	31,786	29,691	TBC by 30/09/07	Lincolnshire Police
		Theft of vehicle	1,932	1,752	1,662		
		Theft from vehicle	4,571	4,060	3,805		
		Vehicle interference	584	556	542		
		Domestic burglary	3,438	3,003	2,785		
		Pedal cycle theft	1,623	1,480	1,409		
		Theft from person	536	504	488		
		Criminal damage	15,027	12,984	11,962		
		Common assault	2,308	2,112	2,014		
		Wounding	5,669	5,066	4,764		
		Robbery	287	269	260		
	To reduce the proportion of adult and young offenders, and prolific and other priority offenders who re-offend	Adult offenders	See **		See **	See **	CDRPs
		Young offenders	41.85% (baseline 2002/03)		37.77%	35.88%	Youth Offending Service
		POPOs	TBC by 31/07/06		TBC by 31/07/06	TBC by 31/07/06	CDRPs

*   Targets must be those as agreed between CDRPs and GOEMs to support delivery of PSA1. A County level target will need to reflect the targets of the crime and drugs partnerships, and any aggregation will need to be agreed with the GOEM.

**   The National Offender Management Service (NOMS) is developing a measure in support of the adult indicator during the course of 2006/07. It is intended that this data will be provided by NOMS to local partners at the Local Criminal Justice Board/Probation Area level from 2007/08 adding

no   additional   reporting   burdens   to   local   areas.

PSA 2 – To reassure the public by reducing the fear of crime and anti-social behaviour and by building confidence in the criminal justice system but without compromising fairness							
Mandatory Outcomes and Priorities	**Mandatory Measures**	**Baseline 2003/04**		**Target 2006/07**	**Target 2007/08**	**Target 2008/09**	**Lead Partners**
Reassure the public, reducing the fear of crime	Indicators to be agreed in negotiation	Percentage of residents who said they felt fairly safe or very safe outside during the day	98.6% (03/04) and 98.1% (04/05)	TBC	TBC	TBC	TBC
		Percentage of residents who said they felt fairly safe or very safe outside after dark	76.1% (03/04) and 77.5 % (04/05)				
		See ♦					
Build respect in communities and reduce anti-social behaviour	Increase in percentage of people who feel informed about what is being done to tackle anti-social behaviour in their local area	See ♦		TBC	TBC	TBC	District ASB Team
	Increased percentage of people who feel that parents in their local area are made to take responsibility for the behaviour of their children	See ♦		TBC	TBC	TBC	District ASB Team

					TBC	TBC	TBC	District ASB Team
	Increased percentage of people who feel that people in their area treat them with respect and consideration	See ♦			TBC	TBC	TBC	District ASB Team
	Reduce people's perceptions of ASB	See ♦			TBC	TBC	TBC	District ASB Team
Non Mandatory ASB Outcomes and Priorities	**Non Mandatory Measures**	**Baseline 2003/04**			**Target 2006/07**	**Target 2007/08**	**Target 2008/09**	**Lead Partners**
Reduce ASB through targeted diversionary projects	Reduction in ASB in target areas. Performance to be monitored against baseline by reduction in numbers of reports of ASB in target areas.	To be established			TBC	TBC	TBC	Youth Service

♦   A perception survey will be carried out in the autumn 2006

PSA 4 – Reduce the harm caused by illegal drugs including substantially increasing the number of drug misusing offenders entering treatment through the criminal justice system								
Mandatory Outcomes and Priorities	**Mandatory Measures**	**Baseline 2003/04**			**Target 2006/07**	**Target 2007/08**	**Target 2008/09**	**Lead Partners**
Reduce the harm caused by illegal drugs	Reduced public perception of local drug dealing and drug use as a problem	56.8%	See ♦		TBC	TBC	TBC	DAAT

Non Mandatory Drugs Outcomes and Priorities	Non Mandatory Measures	Baseline 2003/04		Target 2006/07	Target 2007/08	Target 2008/09	Lead Partners
Reduce the harm caused by illegal drugs and alcohol	Increase the % of clients retained in drug treatment for 12 weeks or more (either at point of discharge or those clients that are still in treatment at the end of the period) **NTA Data by DAAT**	TBC	TBC	TBC	TBC	TBC	**DAAT**
	Increase the percentage of those PPOs who are assessed as having a drug problem that requires intervention, who are retained in drug treatment for at least 12 weeks prior to discharge	TBC	TBC	TBC	TBC	TBC	DAAT

♦   A perception survey will be carried out in the autumn 2006

LPSA2 – Target 3 Reduce the incidence of violent crime					
Measures	**Baselines 2004/05**	**Target 2006/07**	**Target 2007/08**	**Target 2008/09**	**Lead Partner**
Reduction in incidence of violence against the person crime, robbery and sexual assault	11,915	10,356	9,624	8,892	Lincolnshire County Council
Increase first time reporting of Domestic Violence (DV) and reduce incidence of repeat offences.	Baseline to be established. Performance will be monitored by Increased 1st	TBC	TBC	TBC	Lincolnshire Domestic Violence

					Coordinator
Increase first time reporting of hate crime and reduce incidence of repeat offences	Baseline to be established. Performance will be monitored by Increased 1st time hate crime reports and number of repeat hate crime offences.	TBC	TBC	TBC	Lincolnshire Police Hate Crime Champion

LPSA2 – Target 4 Reduce harm related to alcohol misuse					
Measures	**Baselines 2005/06**	**Target 2006/07**	**Target 2007/08**	**Target 2008/09**	**Lead Partner**
Increase the number of under 18 year olds in treatment for alcohol misuse	92 individuals	172 new individuals (total = 264)	191 new individuals (total = 455)	211 new individuals (total = 666)	DAAT
Increase the percentage of successful treatment outcomes for under 18s in treatment for alcohol misuse	84%	TBC	TBC	TBC	DAAT
Decrease the number of persons involved in alcohol related incidents attended by Lincolnshire Ambulance Service	Baseline to be set during any 6 month period before 31st of March 2007	Y TBC	TBC	90.7 % of Y	DAAT
Improve road safety by reducing the incidence of drink driving offences resulting in road traffic collisions	Baseline to be established. Performance to be monitored by reduction in % of positive breath tests following road traffic	TBC	TBC	TBC	Lincolnshire Road Safety Partnership

	collisions.					

LPSA 2 Target 8 – Reduce the numbers of people killed or seriously injured on Lincolnshire's roads						
Mandatory Outcomes and Priorities	**Mandatory Measures**	**Baseline 2003/04**	**Target 2006/07**	**Target 2007/08**	**Target 2008/09**	**Lead Partners**
Reduce the numbers of people killed or seriously injured on Lincolnshire's roads	Number of people killed or seriously injured (KSI) on the roads in Lincolnshire as measured by Stats 19	628 KSI's	571	530	490 KSI's	Lincolnshire Road Safety Partnership

Community Empowerment						
Mandatory Outcomes and Priorities	**Mandatory Measures**	**Baseline 2003/04**	**Target 2006/07**	**Target 2007/08**	**Target 2008/09**	**Lead Partners**
Empower local people to have greater voice and influence over local decision making and a greater role in public service delivery	Percentage of residents who feel they can influence decisions affecting their local area	See ■ Also, see ●	TBC	TBC	TBC	Lincolnshire Community Foundation & CVS infrastructure
	Percentage of people who feel that their local area is a place where people of different backgrounds get on well together	See ■ Also, see ●	TBC	TBC	TBC	Lincolnshire Community Foundation & CVS Infrastructure

			Target 2006/07	Target 2007/08	Target 2008/09	
	An increase in the number of people recorded as or reporting that they have engaged in formal volunteering on an average of at least two hours per week over the past year	See ■ Also, see ●	TBC	TBC	TBC	Lincolnshire Community Foundation & CVS infrastructure
	Percentage of VCS groups and organisations affirming growth in activity over the previous year in terms of (i) financial turnover and (ii) volunteering	See ■ Also, see ●	TBC	TBC	TBC	Lincolnshire Community Foundation & CVS infrastructure
	Proportion of services in selected public service areas delivered by VCS organisations on behalf of the local authority	See ■	TBC	TBC	TBC	Lincolnshire Community Foundation & CVS infrastructure
Non Mandatory Empowerment Outcomes and Priorities	**Non Mandatory Measures**	**Baseline 2003/04**	**Target 2006/07**	**Target 2007/08**	**Target 2008/09**	**Lead Partners**
	To facilitate integration, engagement and increased participation of minority and hard to reach groups in local communities	To be established. Performance measure to be the number of community groups and individual participation levels.	TBC	TBC	TBC	Community Cohesion Coordinator
	To engage with minority and hard to reach groups, to celebrate different cultures and foster understanding & good relationships.	To be established Performance to be measured by participation in cultural events and public perception surveys.	TBC	TBC	TBC	Cultural Advocacy Group.

■ The Community Foundation through the Community Research Consortium to conduct baseline research by September 2006.

● Meeting with the 3 area partnerships of the generalist infrastructure 31st of July 06 to establish data gathering processes to link with Local Community Development and Capacity Building Strategy.

Cleaner Greener Outcomes						
Non Mandatory Cleaner Greener Outcomes and Priorities	**Non Mandatory Measures**	**Baseline 2003/04**	**Target 2006/07**	**Target 2007/08**	**Target 2008/09**	**Lead Partners**
Reduce litter and detritus – including dog fouling across all parts of the county	Percentage of sites below satisfactory cleanliness for litter/detritus (BV199a)	To be established	TBC	TBC	TBC	Neighbourhood Teams
Reduce levels of fly-tipping	Reduction in fly-tipping incidents (weighted measure using Flycapture database)	To be established	TBC	TBC	TBC	Neighbourhood Teams
Reduce incidence of abandoned vehicles	Reduction in abandoned vehicles	To be established	TBC	TBC	TBC	Arson Task Force

Mandatory Outcomes for areas in received of Neighbourhood Renewal Fund and the SSCF Neighbourhood Element – Lincoln City							
Mandatory Outcomes and Priorities	**Mandatory Measures**	**Baseline 2003/04**		**Target 2006/07**	**Target 2007/08**	**Target 2008/09**	**Lead Partners**
Reduce overall crime in line with local CDRP targets and narrow the gap between the worst performing wards/neighbourhoods and other areas across the district	Reduction in overall British Crime Survey comparator crimes. For Lincoln City this is a reduction of 20%.	All comparator crimes Theft of vehicle Theft from vehicle Vehicle interference Domestic burglary Pedal cycle theft Theft from person Criminal damage Common assault Wounding Robbery	8,635 293 988 132 711 453 173 3,657 555 1,574 99	7,484 260 873 117 592 398 156 3,108 500 1,395 84	6,908 243 815 110 533 371 147 2,834 472 1,306 77		Lincolnshire Police
Improve the quality of the local environment by reducing the gap in aspects of liveability between the worst wards/neighbourhoods and the district as a whole, with a particular focus on reducing levels of litter and detritus (included as stretch target for entire county)	Reduction by 2008 in levels of litter and detritus using BV199 at district level	See Appendix A		See Appendix A	See Appendix A	See Appendix A	Lincoln City Council

Improved quality of life for people in the most disadvantaged neighbourhoods; service providers more responsive to needs; and improved service delivery	Percentage of residents (in areas receiving this funding) reporting an increase in satisfaction with their neighbourhoods	See Appendix A		See Appendix A	See Appendix A	See Appendix A	Lincoln City Council
As part of an overall housing strategy for the district, improve housing conditions within the most deprived neighbourhoods/wards with a particular focus on ensuring that all social housing is made decent by 2010.	The 2 year combined sample (05/06 to 06/07) from the continuous English Household Condition Survey (EHCS) reporting in 2007 confirms that the reduction in the number of non-decent social sector dwellings is more than 50% of the total reduction in the number of non-decent social sector dwellings since 2001.	See Appendix A		See Appendix A	See Appendix A	See Appendix A	Lincoln City Council
	The two year combined sample (07/08 to 08/09) from the continuous EHCS reporting in 2009 confirms that the reduction in the number of non-decent social sector dwellings is more than 50% of the total reduction in the number of non-decent social sector dwellings since 2001.	See Appendix A		See Appendix A	See Appendix A	See Appendix A	Lincoln City Council

Rural, Social and Community Programme

Project Name	Measures	Lead Body
Parish Plan and Community Networking Support	2 jobs safeguarded 1 job created 52 parish plans completed or in the process of completion	Community Council for Lincolnshire
Social and Co-Operative Enterprise Network	1 job created 3 new social enterprise businesses created 18 businesses assisted to improve their performance 3 businesses assisted to make better use of ICT including trading on line	Lincolnshire Co-operative Development Agency
Rural Integration – BME, Migrant Workers and New Arrivals	6 new jobs created 10 new businesses created 40 people with developed skills 20 people (aged over 45 years) provided with employment support £200,000 additional funding for similar projects extracted from different providers	Lincolnshire Community Foundation
Rural Housing Enabler Project	1 job safeguarded 1 job created 15 housing needs assessments conducted 2 pieces of rural housing research conducted	Community Council of Lincolnshire
IT Provision and Support	300 active communities provided with support in the form of IT equipment, website support and .gov.uk email addressed 1 steering group created Primary research into location of existing resources conducted Secondary research into number and nature of parish websites conducted Parish tender for resources process conducted Matrix website set up Website register set up	Lincolnshire Association of Local Councils
Rural Transport Partnership	60 people receiving 6 ore more hours of training to develop skills 1 community development worker post created production of up to date guide to access and transport across the County 20 transport projects developed through the delegated fund	Lincolnshire County Council
Rural Health and Sports Programme	1 Rural Community Sports and Health Co-ordinator post created 20 new healthy living initiatives in rural Lincolnshire parishes 20 parishes actively involved 700 rural people actively involved in the programme 20 new local partnerships created	Groundwork Lincolnshire

	10 groups supported to build their capacity Identification of 5 new or altered facilities for improvement £10,000 levered funding Lincolnshire Rural Sports and Health Steering Group created 700 people living more active lifestyles 10 rural communities sharing healthy living resources 5 groups ore sustainable 10 areas with reduced 'fear of crime' 20 communities where people from different backgrounds get on well together	
Rural Housing Programme	1 community development worker post created 1 rural housing steering group set up 3 housing associations brought together to share best practice 3 physical improvements to public spaces within housing association sites 6 community capacity building projects run 600 rural people actively involved in the programme 50 new volunteers	Groundwork Lincolnshire
Active Learning for Active Citizenship	Collation of best practice, methods and case studies into a "How and Why" guide Distribute 600 guides across Lincolnshire VCS, with an ALAC questionnaire and invitation to further engagement 60 face to face interviews with community and voluntary groups to establish further engagement Deliver 64 ALAC experiences across 4 communities as a pilot 2 jobs created 20 people assisted into paid employment 64 adults assisted in their skills development 8 people over 45 years given employment advice 4 social enterprises created 8 people assisted to get better employment	University of Lincoln
Mixed Community Development Initiative	1 job created Preparation of Community Development Appraisal Report that looks at opening effective lines of communication, building trust and developing belief in communities	Lincolnshire Co-operative Development Agency

Current Funding Allocations

Funding Stream:	From and To:	Amount:	Spending Priorities:
SSCF	ODPM – Accountable Body – North Kesteven CDRP	£111,569	• Drug Educator, Oasis and the Community Drug Response Team. • Supporting the Prolific & Other Priority Offenders post & remit. • Tackling anti-social behaviour. • Supporting the voluntary & community sector. • Tackling domestic violence. • Supporting police operations. • Community Safety Assistant post.
SSCF	ODPM – Accountable Body – South Kesteven CDRP	£164,866	• Drug Educator, Oasis and the Community Drug Response Team • Supporting the Prolific & Other Priority Offenders post & remit. • Tackling anti-social behaviour. • Supporting the voluntary & community sector. • Business Crime Co-ordinator post.
SSCF	ODPM – Accountable Body – South Holland CDRP	£107,092	• Drug Educator, Oasis and the Community Drug Response Team • Supporting the Prolific & Other Priority Offenders post & remit. • Tackling anti-social behaviour. • Supporting the voluntary & community sector. • Community Safety Assistant post. • Tackling criminal damage. • Supporting the rural touring arts project.
SSCF	ODPM – Accountable Body - Lincoln City Reduction Executive (CDRP)	£175,555	• Drug Educator, Oasis and the Community Drug Response Team • Supporting the Prolific & Other Priority Offenders post & remit. • Tackling anti-social behaviour. • Supporting the voluntary & community sector. • Lincoln & West Lindsey Partnership Manager post. • Website maintenance. • Conference expenses. • Print & Stationery.

SSCF	ODPM – Accountable Body – West Lindsey CDRP	£120,560	- Drug Educator, Oasis and the Community Drug Response Team - Supporting the Prolific & Other Priority Offenders post & remit. - Tackling anti-social behaviour (including a van) - Supporting the voluntary & community sector. - Lincoln & West Lindsey Partnership Manager post. - Tackling criminal damage. - Website maintenance. - Training fees. - Admin costs.
SSCF	ODPM – Accountable Body – East Lindsey CDRP	£154,618	- Drug Educator, Oasis and the Community Drug Response Team - Supporting the Prolific & Other Priority Offenders post & remit. - Tackling anti-social behaviour. - Supporting the voluntary & community sector. - Supporting the Positive Action Team.
SSCF	ODPM – Accountable Body - Boston CDRP	£114,988	- Drug Educator, Oasis and the Community Drug Response Team - Supporting the Prolific & Other Priority Offenders post & remit. - Tackling anti-social behaviour. - Supporting the voluntary & community sector. - Supporting the Positive Action Team. - Supporting the Summer Sports Tour.
SSCF Anti-Social Behaviour Grant	ODPM – Accountable Body – £25,000 per CDRP, (included in the above SSCF allocations).	£175,000	This grant used to be ring-fenced for an Anti-Social Behaviour Co-ordinator post, however it can be used for anything in support of tackling ASB.
SSCF Neighbourhood Element	ODPM – Accountable Body – Lincoln City Council	£412,800	This grant is allocated on the relative deprivation of the St Giles and Moorland Estate in Lincoln. Lincoln LSP has neighbourhood management as a means for addressing the problems that face communities, particularly the challenges of multiple deprivation and the social consequences of low incomes, poor health, low educational attainment, higher

			crime and a quality of life that falls short of the expectations of the people who live in that area.
SSCF Community Enterprise Network	ODPM – Accountable Body – Urban Challenge	£60,773	This grant is provided to increase the capacity of local communities so that people are empowered in local decision making and are able to influence service delivery.
SSCF DAAT Partnership Grant	ODPM – Accountable Body - DAAT	£92,315	• Two salaries. • Admin costs. • Office costs.
Rural Social & Community Programme (RSCP)	DEFRA – Accountable Body – 10 approved projects tackling rural issues.	£448,229	• Rural Housing Enabler. • Rural Transport Partnership Project. • Rural Housing Programme. • Mixed Community Initiative Project. • Social & Co-operative Network Project. • Rural Health & Sports Programme. • IT Provision & Support Project. • Rural Integration Project, BMEs and new arrivals. • Active Learning for Active Citizenship. • Parish Planning and Community Networking Support Project.
Home Office Regional Directors Fund (HORDS)	GOEM – Accountable Body **(Business Case to be submitted)**	£30,000	Available for any project/research needed to assist the achievement of SSCF outcomes.
Domestic Violence	GOEM – Accountable Body **(Business Case to be submitted)**	£40,000	Available for any project, research or forum needed to assist the achievement of domestic violence targets and SSCF outcomes.

RURAL SOCIAL & COMMUNITY PROGRAMME - DETAILED SPENDING PLAN

The table shows the outline plans for this funding stream. From 1/04/06, this stream will be incorporated fully into SSCF. Continued funding for all projects is dependent upon their successful progress in meeting targets and achieving outcomes.

PROJECT	Apr-06	Oct-06	Apr-07	Oct-07	TOTAL
Parish Planning Support	£56,755	£56,755	£56,755	£56,755	**£227,020**
Mixed Community Development	£15,000	£15,000	£15,000	£15,000	**£60,000**
IT Provision for Parishes	£35,000	£35,000	£20,000	£20,000	**£110,000**
Rural Housing Enabler	£18,000	£18,000	£18,000	£18,000	**£72,000**
Rural Housing Programme	£15,000	£15,000	£16,000	£16,000	**£62,000**
Social & Co-operative Enterprise	£12,500	£12,500	£12,500	£12,500	**£50,000**
Rural Transport Partnership	£25,000	£25,000	£25,000	£25,000	**£100,000**
Rural Health & Sports Programme	£15,000	£15,000	£15,500	£15,500	**£61,000**
Rural Integration Project	£19,860	£19,859	£19,860	£19,859	**£79,438**
Active Learning for Active Citizenship	£15,900	£15,900	£21,600	£21,600	**£75,000**
	£228,015	**£228,014**	**£220,215**	**£220,214**	

YEAR ONE
£456,029

YEAR TWO
£440,429

REPORT TO CABINET

REPORT OF: **Chief Executive**

REPORT NO. **CEX350**

DATE: **8th August 2006**

TITLE:	**Lincolnshire Shared Services**
COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION:	**Councillor Linda Neal**
CORPORATE PRIORITY:	**Access**
CRIME AND DISORDER IMPLICATIONS:	**Minor**
FREEDOM OF INFORMATION ACT IMPLICATIONS:	**This report is publicly available on the council's website www.southkesteven.gov.uk via the Local Democracy link**
BACKGROUND PAPERS:	**Lincolnshire Shared Services Partnership**

1. **INTRODUCTION**

   The Leaders and Chief Executives recently endorsed the bid to the East Midlands Centre of Excellence for capacity funding in order to develop a shared services model for Lincolnshire.

   This bid was successful and the partnership has been awarded £220,000 to assist with moving the agenda forward by March 2008.

2. **RECOMMENDATIONS**

   1) **that the Cabinet gives an in-principle approval to participation in Lincolnshire shared services initiative and allocates funds accordingly.**

   2) **that the cabinet determine the member representative from South Kesteven on the Member Management Board**

3. DETAILS OF REPORT

Although the precise services to be included within the partnership have yet to be defined, it is likely that they will commence with key functions such as customer services, street scene, sports and leisure, asset management, legal services, ICT and procurement.

Full details of the initiative are set out in the background document attached.

4. OTHER OPTIONS CONSIDERED AND ASSESSED

As a member of this partnership, South Kesteven District Council is being asked to commit, in principle, to the shared services programme. At this stage it doesn't mean that we will necessarily participate in all of the particular service groupings but it does mean that we will work with our colleagues in Lincolnshire in a spirit of trust, openness, clarity and fairness.

It should be recognised also that the partnership members may require us to amend some service policies in order to achieve the consistencies and harmonisation required for effective partnership working and deliver efficiency savings.

5. RESOURCES

Although the Centre of Excellence has provided funding assistance, this is on a match funding basis and authorities in Lincolnshire will be required to make a matching provision of £17,150 to complete phase 1 and potentially, further contributions for later phases to proceed. As the paper identifies efficiency gains of almost £3 million from phase 1, it would appear that this investment should be value for money.

6. NOMINATIONS TO THE BOARD

The governance arrangements propose the creation of a Member Management Board comprising elected members from each authority who will meet quarterly. It is recommended that this member be drawn from the executive and a nomination will need to go forward. Below the Member Management Board will be the Programme Board which is an officer body and where the Council will be represented by, either myself, or one of the Strategic Directors.

7. COMMENTS OF SECTION 151 OFFICER

To be given at the meeting.

Duncan Kerr
Chief Executive

Partnership Framework

Lincolnshire Shared Services Partnership

Table of Contents

Introduction

Lincolnshire authorities have a successful record of working in partnership to deliver public services. There are some good examples of all the authorities working together to achieve a common objective but most partnerships have tended to be small clusters of authorities working on specific service areas.

The Lincolnshire Leaders and Chief Executives wanted to explore the potential for a more ambitious approach: to encompass all authorities within Lincolnshire and with the goal of achieving real service transformation. A successful shared services programme will ensure that local government in Lincolnshire is efficient and effective within a two and three tier environment. By integrating services where it matters most services will be good value for money and customers will benefit from a one stop, cost effective service.

Work has been undertaken over the past nine months which has culminated in this document. All authorities and their senior management teams have been involved and have discussed the drivers, principles and possible candidate services. A number of workshops have been held to develop the vision, objectives and risks associated with the partnership. Site visits to more mature partnerships within the East Midlands in Derbyshire and Northamptonshire have been carried out.

In parallel there have been discussions at a member and chief officer level on Leading in Lincolnshire, which have considered the shape of public services in Lincolnshire in the light of the impending Department of Communities and Local Government (DCLG) white paper and the Lyons review on Form, Function and Financing of Local Government. The shared services programme has the potential to deliver some of the anticipated objectives in the white paper in terms of community engagement, integration and efficiency.

The conclusion from this work is that there are significant opportunities for partnership working and a real appetite to do so. Lincolnshire has been successful in attracting £530,000 in grant funding towards the costs of exploring and implementing the partnership.

The Purpose of the Partnership

The purpose of the partnership is for Lincolnshire authorities to work together to achieve efficiency based collaborative working (horizontal integration) in the short term (2008) and transformation of services (vertical integration) over the next ten years.

Through a successful partnership approach Lincolnshire authorities will enhance their reputation and standing across all stakeholder groups, including residents, businesses and national government. The ambition is for Lincolnshire to become nationally renowned for its responsiveness and creativity.

This document provides a framework for partnership working to deliver the anticipated benefits within the agreed timescales.

Anticipated Benefits

1.   For customers:

        Through understanding customer needs and working across administrative boundaries the way in which services are provided will be transformed. For customers this will mean more effective and appropriate services, which are easier to access through a "one stop" approach, whatever the customer's preferred method of contact.

2.   For authorities:

        There will be significant efficiency gains, through reducing duplication, improved delivery mechanisms and intelligent procurement. These efficiency gains will release 'back office' costs for reinvestment in 'front line' service delivery. Local authorities will become more effective providers of services through clearly defining responsibility for delivery and the better use of infrastructure assets. A broader service will create more career opportunities and enable authorities to attract, develop and retain a suitably skilled workforce.

3.   For elected members:

        Members represent their constituents and the greater emphasis on understanding customers' needs and perceptions will enhance relationships and develop their role as community leaders.

4.   For staff:

        There will be a more rewarding and satisfying work environment and increased opportunities for career progression.

Scope of the Partnership

The partnership includes the following partners: Boston Borough Council, City of Lincoln Council, East Lindsey District Council, Lincolnshire County Council, North Kesteven District Council, South Holland District Council, South Kesteven District Council, West Lindsey District Council.

Partnership Vision

Vision put in bid:

"In ten years time we want locally determined, integrated, easily accessible public services".

Vision redefined through 24.5.06 workshop:

"We will be responsive to local voices and creative in our solutions"

Partnership Objectives

1. Engage with local people within their communities.

2. Develop and deploy a joined-up approach to achieve seamless service delivery

3. Offer a "one stop" solution to customer services.

4. Simplify and rationalise the way in which services are delivered.

5. Realise efficiency savings to provide opportunities for service transformation.

6. Ensure Lincolnshire is able to attract and retain the best people to deliver its public services.

These objectives strongly support the objectives of individual partners in relation to partnership working, which are given in Appendix 2.

Responsibilities

1. All partners will ensure they are properly represented on the appropriate boards as outlined in the governance structure.

2. All partners will participate in core projects which are essential to deliver the vision.

3. All partners will commit to provide agreed resources within agreed timescales.

4. All partners share responsibility for liabilities arising from the partnership.

5. If any partner is considering a significant business change they will discuss its possible impact on the vision and objectives of the partnership with other partners.

6. All partners will involve and inform SSP partners of developments they are pursuing elsewhere and will share the learning and benefits with the SSP.

Roles

Programme Sponsor:
Chairman of the Member Management Board, with overall responsibility for ensuring the programme is delivered according to the strategy and to ensure all partners remain fully informed and engaged.

Member Management Board:
Responsible for the strategic direction of the partnership and the shared services programme.

Chief Executive's Group:
Responsible for the strategic overview of the programme and where it fits into the wider Leading in Lincolnshire agenda. Responsibility for ensuring that each authority remains fully informed and engaged.

Programme Director:
Chairman of the Programme Board, responsible for ensuring that the programme is adequately resourced and managed and that regular reporting to the Member Management Board and Programme Board takes place.

Programme Board:
Responsible for the progress of projects within the programme.

Programme Manager:
Responsible for the co-ordination and management of the overall programme.

Project Sponsor:
Member of the Member Management Board with responsibility for ensuring a particular project is adequately resourced and supported and for keeping the member management board informed.

Project Director
Member of the Programme Board, responsible for ensuring the project is delivered according to the Project Initiation Document (PID).

Project Board:
Responsible for the progress of individual projects

Project Manager:
Responsible for the management of a specific project.

Accountable Body:
North Kesteven District Council is the accountable body for the outcomes for the grant agreement with the East Midlands Centre of Excellence and will be the commissioning/employing body on behalf of the partnership for any additional resources required to deliver the programme.

Partnership Values:

Shared values are the foundations of strong partnerships. Trust, openness, equality and fairness are the key building blocks upon which the shared services partnership will be built. The following statements represent each partners commitment to the core values of the partnership.

1. Trust
   All authorities will enter the partnership in good faith and will trust their partners to act in accordance with the partnership framework.

2. Openess
   Openess in all activities, plans and ambitions is critical to fostering and maintaining trust between authorities and all partners commit to being open and honest.

3. Equality
   Each partner has an equal standing within the partnership, regardless of size, tier or financial contribution.

4. Fairness
   All partners commit to ensuring that all actions undertaken by the partnership are conducted in a spirit of fairness.

Partnership Principles:

1. All partners are committed to delivering the vision.

2. The costs of developing shared services will be shared across participants in the particular project.

3. All communication regarding the programme will be in accordance with the Partnership's communication strategy.

4. All partners will seek to achieve consensus on service standards and specifications where possible to maximize efficiency. It is recognized that for some services there may be local discretion which will require a mutually agreed range of standards.

5. Partners will develop joint change management arrangements.

6. Partners will work towards harmonizing terms and conditions for staff when developing shared services.

7. Existing and new partnerships outside of the shared services partnership are welcomed, providing they are not detrimental to the objectives of the Partnership.

8. Partners are able to withdraw from a particular project by giving adequate notice, as set out in the business plan for the individual project.

9. Partners are able to withdraw from the partnership as a whole, following a two year notice period.

10. Partners will endeavour to achieve a consistency of policies for services within the programme, such as HR, IT and Procurement.

Initial Partnership development plan

	Activity	Outcome	Target date given in EMCE bid
Strategic Framework			
	Framework for neighbourhood governance across Lincolnshire	Framework developed Framework implemented	April 2007 April 2008
	Baseline Analysis	Map existing: • computer systems • ICT networks • Contracts for services • Office accommodation • Service standards	December 2006
	Migration strategy for business systems	Migration strategy	Oct 2007
	Property rationalization strategy	Property rationalization strategy	Dec 2007
Shared Service (Horizontal Integration)			
	Training	Business case and implementation of preferred option.	October 2007
	Procurement	Implementation preferred option	April 2007
	Legal Services	Implementation preferred option	June 2007
	ICT Support		March 2008
	Property Management		October 2007
	Building Control	Implementation of preferred option	October 2007
Service Transformation (Vertical Integration)			
	Customer Services	Implementation Plan	September 2007
	Street Scene	Implementation Plan	September 2007
	Leisure	Alternative options for service delivery	April 2008
	Culture		March 2008

Governance Arrangements

Member Management Board:

The partnership will be overseen by a member management board, consisting of an elected member from each member authority and will meet quarterly. The member management board will be responsible for the strategic direction of the partnership and the shared services programme. The chairman of the board will be the shared services programme sponsor, with overall responsibility for ensuring the programme is delivered according to the strategy and to ensure all partners remain fully informed and engaged.

Programme Board:

A programme board, consisting of one member from each authority at either CX or Director level, will be responsible for delivering the vision and the objectives of the partnership. It will be chaired by the Programme Director, who will be responsible for ensuring that the programme is adequately resourced and managed and that regular reporting to the Member Management Board and the Chief Executive's group. The programme manager will report progress to this board on a regular (monthly) basis and will highlight any concerns in terms of progress or resources against the programme.

Chief Executive's Group:

Progress of the shared services programme will be a standing item on the CX agenda. The CX group will be responsible for the strategic overview of the programme and where it fits into the wider Leading in Lincolnshire agenda. The CX group is also responsible for ensuring that each authority remains fully informed and engaged.
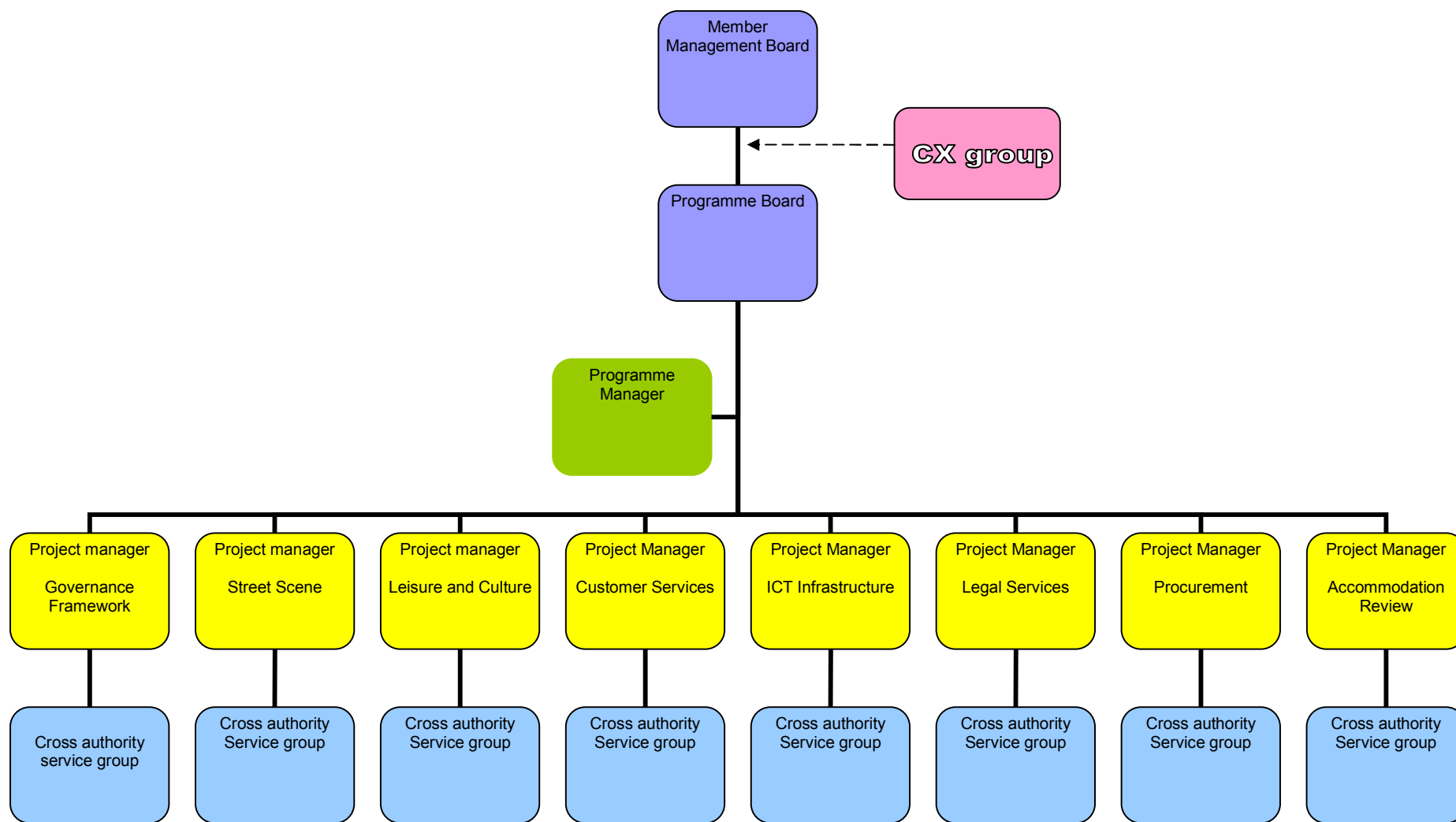
Project Board:

Each project will have a project board, chaired by a Project Director, who will be a member of the programme board. The board will also consist of a project sponsor, who will a member of the Member management board, and a senior user, who will be a senior practitioner in the relevant service from one of the partner authorities and the project manager. The project board will be responsible for managing and controlling each project and for reporting progress to the programme board.

Project Team

Each project will be undertaken by a team of people who will be practitioners in the service from across all authorities participating in the particular project. The project will be managed by a project manager who will not be from the service in question. Their role will not only be to manage and run the project, but also to ensure that adequate challenge is incorporated in the process. The team will be supported by specialist HR, legal and financial advisors as required.

Proposed Governance Structure Shared Services Partnership

Member Management Board

CX group

Programme Board

Programme Manager

Project manager Governance Framework	Project manager Street Scene	Project manager Leisure and Culture	Project Manager Customer Services	Project Manager ICT Infrastructure	Project Manager Legal Services	Project Manager Procurement	Project Manager Accommodation Review
Cross authority service group	Cross authority Service group	Cross authority Service group	Cross authority Service group	Cross authority Service group	Cross authority Service group	Cross authority Service group	Cross authority Service group

Partnership Performance meetings

These meetings will enable the Partnership to be reviewed for performance once fully implemented. The attendees are the members of the Partnership Management Team. Agree the areas for review and document them here.

Partnership Development meetings

These meetings will enable the Partnership to be constantly improved and developed (potentially beyond its initial scope). The attendees will be appropriate to the nature of discussion. Any significant developments are likely to need agreement by the partnership management team.

Partnership Success Measures

Agree and document the success measures. These will focus on the performance of the partnership as a whole and be geared towards encouraging improvement, innovation and anticipation (as opposed to a retrospective review). We suggest as a minimum, a set of measures under the following headings:

- *Operational*
- *Management*
- *Financial*
- *Development (of the partnership)*
- *Value creation (e.g. competitive value)*
- *Relationship & trust*
- *Culture*

Joint Commitment

By committing to the intent and content of this Partnership Blueprint the sponsors below have give their full support to working 'in partnership' according to the detail within this Blueprint.

Partner	Signatory (print name)	Signed
Boston Borough Council.		
City of Lincoln Council		

East Lindsey District Council		
Lincolnshire County Council		
North Kesteven District Council		
South Holland District Council		
South Kesteven District Council		
West Lindsey District Council		

RISK ASSESSMENT SCHEDULE – SHARED SERVICES PROGRAMME

Risk	Impact	Likelihood	Consequence	• Mitigation
Engagement with CXs	4	3	Programme does not receive required leadership, direction & backing. Slippage in terms of time and likely outcomes.	• Agree and sign up to partnership framework. • Standing item on CX group agenda
Engagement with Managers	4	4	Programme does not have understanding and commitment to deliver from service managers. Slippage in terms of timescale and likely outcomes.	• • CMTs fully involved in key decisions • Communication and engagement through management tiers • Communication Strategy • Key managers participate fully in relevant projects • Conference/seminar/awayday to explain vision, objectives and projects
Engagement with staff	3	4	Staff do not understand vision and objectives of programme. Do not understand how it will affect them. Uncertainty and concern about job security, possible deterioration in service.	• Communication Strategy, implemented asap. • Unions to be involved asap • Clear messages to be agreed.

Engagement with customers	3	2	Services will not be suitably redesigned to meet customer requirements. Customers will not understand or benefit from changes.	• Develop better understanding of customer perceptions and needs • Active marketing of service improvements
Political buy-in	4	4	Members not supportive of programme, therefore programme fails.	• Brief leaders, deputy leaders, cabinet, (opposition groups?) in advance of 29th June • 29 June to establish broad acceptance of concept • Further work (through CX/Leader group?) to promote greater understanding and commitment
Leadership	4	3	Resources not forthcoming Dilution of transformation elements Local issues take precedence over common objectives Programme fails to deliver vision and objectives.	• CX group fully committed • CXs to visibly lead and support within their authorities • Named Programme Director appointed by CX group • Project Sponsors appointed by CX group • Governance structure implemented

Project Management/ Capacity	4	4	Nothing happens
			Timescales slip
			Funding lost
			Programme fails to deliver vision and objectives.
				• Job Descriptions agreed
				  - PSWG standard
				  - Start advertising internally and externally at same time.

				- Move forward with simple and not contentious projects immediately.
				• Agreed PM standards.
				• Consider establishing shared pool of project managers, including trainees.
				• Consistent start up training
				   - Project team having basic pm training.
				   - Building on what authorities have done.

Skills & Capacity	3	3	Programme slips or fails because the partnership does not have appropriate skills and resources available at the right time.	• Service practitioners to be made available to contribute to project working groups • Recognise that will have to buy in legal expertise. • HR advisor provided by LCC • Financial advice either seconded/bought in to programme team or commitment to each project across authorities • Procurement/contract management expertise to be secured: Office of Government Connect (catalyst) – ESPO.
Slippage	3	4	Loss of EMCE funding Consequential impact on	• Implement effective governance structures.

				existing contracts if implementation dates slip	• Implement effective programme and project management methodologies.
Market Engagement	3	2		No interest from suppliers/existing partners in supporting the programme. Optimum achievement of vision and objectives not achieved.	• Soft market testing: explain vision and objectives and invite comments/participation to gauge market response. • Active strategy to stimulate third party involvement.
Investment Required	4	3		Insufficient pump priming/invest to save funding. Programme fails to make transformational change.	• Need to reach agreement across partners about how investment is met and training. • LCC have an invest to save fund but others do not, need to agree what funding will be committed by partners, how savings will be reinvested. • Principles to be established on 22nd June.
Benefits not realised	4	2		Programme fails to deliver anticipated benefits	• Business case for each project established. • Demonstrable benchmarks and measurements established. • Success criteria identified • Regular monitoring of performance against success criteria

Change of Personnel	4	2	Commitment and impetus to move programme forward weakens/disappears. Programme fails.	• Need to get governance structure and mechanisms in place. • Spread responsibility for delivery across a wider base of individuals. • Each authority needs to have reporting structures in place, e.g. Policy Board/Executive.
Standardisation of policies, e.g. HR, IT	3	4	Inconsistencies develop across partnership. Dissipation of benefits arising from each project.	• Identify likely issues through partnership wide specialist groups: eg: HR, IT, Procurement • Agree harmonisation of key policies.

Status of Document

This document is a non-contractual and non-binding statement of intent. It has been established to support the development of the partnership, and will be subject to a regular review post implementation.

Use of the expression 'Partnership' and 'partners' in this document is not intended to create a legal partnership between the parties and they agree that no such relationship shall arise between any of the parties or all of them, either individually or collectively.

For the avoidance of doubt this document shall not form any part of any contract or contractual relationship entered into between any of the parties or all of them at any time and in the event that any parties alleges that any term of this document is in conflict with any term of any such contract or contracts the terms of that contract or those contracts shall prevail.

Appendix 1   Development process

The partnership framework has been developed through the following process, with contributions from chief executives and senior officers across all partners.

1.   Research phase: 13.01.06

      1.1. Current partnership activity within Lincolnshire
      1.2. VFM profile analysis showing strengths and weaknesses
      1.3. National projects
      1.4. Forms of partnership working
      1.5. Potential governance structures
      1.6. Identify longlist of project areas

2.   CX group 26 January 2006   26.01.06

      2.1. Agreed roadmap
      2.2. Agreed questionnaire content
      2.3. Agreed workshop objectives, format and agenda

3.   Preparation for Awayday

      3.1. CX shared preliminary research with CMTs
      3.2. Completed questionnaire   24.02.06
      3.3. Interviews with CXs   06.03.06
      3.4. Collated questionnaires   17.03.06
      3.5. Identify medium list of projects

4.   Awayday   22.03.06
      4.1. Developed vision
      4.2. Identified shortlist of phase 1 projects to go into bid
      4.3. Discussed governance structures

5.   Bid to EMCE for capacity funding   11.04.06

6.   Confirmation from EMCE that funding received   26.04.06

7.   Site visits to Derbyshire and Northamptonshire   10.05.06

8.   Workshop to: 24.05.06
      8.1. Refine vision, objectives,
      8.2. Confirm shortlisted projects
      8.3. Agree principles for partnership working
      8.4. Agree governance structure
      8.5. Carry out risk assessment

9. Workshop to agree evaluation matrix and partnership principles   07.06.06

10. Workshop to carry out risk assessment   14.06.06

Appendix Two: Objectives of Each Authority in Relation to Partnership Working

Boston Borough Council Objectives

1. Recruitment and Retention
2. Economies of scale
3. More efficient services
4. Reduced council tax
5. Service Improvements
6. Increased customer choice
7. Increased range of services
8. Cross-fertilisation of ideas and best practice

City of Lincoln Objectives

1. Saving money (2010/11 £1.1m)
2. Improving service (improving performance)
3. Selling excellence
4. Lack of capacity and expertise

East Lindsey District Council Objectives

1. Economies of Scale
2. Recruitment of Retention
3. Skills Gaps
4. Customer Choice
5. Customer Service
6. Efficiencies/effectiveness Value for Money

Lincolnshire County Council Objectives

1. Economies of Scale
2. Deliver efficiency agenda
3. Recruitment and retention of skilled resources
4. Meet the requirements for working together signaled by local government review
5. Sell services across geographical boundaries.

North Kesteven District Council Objectives

1. Achieving efficiencies and cost effective working.
2. Improved purchasing power
3. .Achieving improved performance and consistent standards
4. Creating the opportunity to attract external funding
5. Dealing with peaks and troughs
6. The Government's emerging agenda

7. Attracting suitably qualified and experienced staff.

South Holland District Council Objectives

1. Efficiency – removing duplication
2. Enable focus on core business and improved business performance
3. Drive down costs
4. Economy of scale – and consequent reduced overhead costs
5. Opportunity for increased specialism and added value
6. Creating a buzz – reinvigoration
7. Easing recruitment difficulties
8. Increased opportunity and employee satisfaction – for all but a few
9. Raised profile and reputation for some back office services
10. Reputation of the authority for doing something innovative

South Kesteven District Council Objectives

1. To deliver Gershon efficiency savings
2. To improve the quality of services we provide to our customers
3. To demonstrate effective local leadership in Lincolnshire

West Lindsey District Council Objectives

1. Efficiency
2. Improving Services
3. Business Positioning
4. Expertise increases
5. Speaking in one voice

Appendix Three   Costs and Funding Sources

	Total cost over two years	Bid to EMCE	Existing EMCE projects	Funded by Lincolnshire Authorities	Other Funding sources
Project management & support	£530,000	£210,000	£70,000	£90,000	£160,000
Input to working groups	£120,000			£120,000	
Business process re-engineering	£60,000		£60,000		
Professional and technical support	£120,000		£20,000	£100,000	
Communication and dissemination of learning	£20,000	£10,000		£10,000	
Total	£850,000	£220,000	£150,000	£320,000	£160,000