

The Lancashire
Local Area Agreement
2008-2011
2009 Refresh



The Lancashire
Partnership



INTRODUCTION

Lancashire is in the North West of England. It is bordered by Cumbria to the north, Greater Manchester to the south, Merseyside to the west and Yorkshire to the east.

Lancashire County Council is the fourth largest local authority in England and Wales. It covers an area of 2,903 sq km. It is a two-tier local authority area comprising Lancashire County Council and 12 District Councils: Burnley Borough Council, Chorley Borough Council, Fylde Borough Council, Hyndburn Borough Council, Lancaster City Council, Pendle Borough Council, Preston City Council, Ribble Valley Borough Council, Rossendale Borough Council, South Ribble Borough Council, West Lancashire District Council and Wyre Borough Council



Lancashire is a very special place. It is marked by outstanding and varied landscapes and heritage. It is proud of and welcomes the diversity of its communities. Our landscape, people and politics have shaped the place that Lancashire is today with benefits and opportunities for many but also a number of challenges that need to be addressed.

Lancashire enjoys a varied and spectacular topography from its sandy beaches and fertile coastal plain to the dramatic landscape of the western Pennines. Its wet climate and the fast flowing rivers pouring off the hills in the east of the county produced the favourable conditions for industrial development based around cotton mills. To the west, economies developed around ports, seaside based tourism and varied types of agriculture.

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This activity shaped our current urban developments, some of which still clearly reflect their manufacturing heritage. Nevertheless, our towns and cities are changing rapidly in response to more recent economic developments and to the demands of the current manufacturing and service economies. Coastal towns continue to attract visitors, Fleetwood is a significant port and throughout the large parts of rural Lancashire market towns provide hubs of activity for their surrounding areas.

Now our very mixed economy includes international and local companies such as BAE Systems, British Nuclear Fuels, Leyland Trucks and Fox's Biscuits. The manufacturing sector is still the largest provider of the area's wealth, accounting for almost a one in five of the almost 500,000 jobs in the County and a third of Gross Value Added. The wholesale and retail sector is only slightly smaller, accounting for approximately a sixth of jobs in the County.

However although overall Lancashire is becoming more prosperous it is doing so at a slower rate than the nation as a whole. Parts of the county suffer significantly from economic deprivation and associated issues such as worklessness.

Our transport links also reflect the changing demands and economic importance of different parts of the county over time. These range from the Leeds to Liverpool canal, the varying standards of rail links, the motorway system and increasingly congested roads.

Lancashire has a proud history and a welcoming culture. It is home to over a million people who between them maintain Lancashire's reputation for warmth and a sense of humour. The County has a history of sporting prowess especially associated with its cricket and numerous football teams. It has also generated a number of famous comedians and entertainers who reflect and are associated with the friendly welcoming characteristics of the people of Lancashire.

Our history of immigration, which fed the requirements of the cotton and manufacturing industries, continues today with recent arrival of European economic migrants supporting a growing society, and is reflected in our changing ethnic and cultural diversity. These changes bring many gains but sometimes there are tensions and divisions that may lead to fracturing within local communities and between groups. As with any area, tensions do exist in some pockets of the County but these are isolated and must be viewed in the context of a County that is a peaceful and tolerant society.

We are experiencing ever-changing demographics and recognise that overall Lancashire is an ageing society which also presents other opportunities and challenges. Understanding our changing population is crucial as we also have some areas which are seeing and will continue to see high proportions of young people who will need services to develop their skills to achieve in our changing economy.

The Lancashire Partnership has developed this Local Area Agreement (LAA) to address these issues and deliver its vision for the period 2008-11 by helping to coordinate core services and support more effective joint working.

Partnership Working in Lancashire

Lancashire is a two tier Local Authority area with a county council and 12 district councils. The two unitary authorities of Blackpool and Blackburn-with-Darwen were created in 1998 and together they all form the Lancashire sub region. Together the Local Authorities and partners serve a population of 1,450,000 and 8million people live within 50 kilometres of the county in one of Europe's most densely populated areas.

Partnership working therefore involves working across a number of geographical footprints, political authorities as well as organisational boundaries i.e.

- 1 county council
- 12 district councils
- 2 unitary council
- 15 local strategic partnerships and sustainable community strategies
- 5 primary care trusts
- pan-Lancashire police and fire services
- regionally based organisations such as the Environment Agency
- a voluntary, community and faith sector that include 8 CVS, 7 Community Empowerment networks and over 3000 organisations
- 3 regional bodies: GONW,NWRA,NWDA

In recognition of the broader Lancashire footprint and the shared cross boundary issues the development of Multi-Area agreements is also being pursued with Blackpool and Blackburn-with-Darwen.

The Lancashire Partnership, our local strategic partnership works to bring all these partners together and has been responsible for producing "Ambition Lancashire" our Sustainable Community Strategy.

<http://www.lancashirepartnership.co.uk/content/ambition/final.asp#revised>

Our Vision for Lancashire is:

"To position Lancashire by 2025 as an area of outstanding opportunity, combining a world class economy with a breath-taking environment and exceptional communities. Lancashire's towns, cities and rural areas maintain their separate identities but interdependence is strengthened through strong economic, social and environmental connections"

Our Vision is for **all** the residents of Lancashire and although the contrasts described above, as well as the size of the county and number of partners involved, make the achievement of our vision uniquely challenging we all share our pride in the County, our sense of ambition for the future and a determination to make it happen.

"Ambition Lancashire", our Sustainable Community Strategy, adopted by the Lancashire Partnership in 2005, sets the context for the actions that will be developed to achieve our Vision and that will be reflected in the targets and indicators we agree for our Local Area Agreement.

In 2007, we undertook a review of Ambition Lancashire to ensure that its priorities still reflected the key issues for Lancashire to inform the new Local Area Agreement. These priorities were evidenced by the “State Of Lancashire” report which has been incorporated into the Lancashire Profile website www.lancashireprofile.com and is continually monitored and updated. The evidence outlined in the State of Lancashire Report is complemented by continuous consultation with partners to be pro-active in addressing existing and emerging priorities, all of which is overseen by the Lancashire Partnership through its Executive and Board.

The review of Ambition Lancashire identified two principles and five key priority themes as fundamental to the achievement of all our ambitions. The two key principles will be applied across themes and related actions if our ambitions are to be achieved. The priorities have been determined by the current performance and achievement of Lancashire in relation to these issues and the impact on residents’ experience of life in Lancashire.

This is not to say that the other themes are not important but that these five addressed in line with the principles will have the greatest effect in terms of achieving the ambitions across all the themes.

Key Principles

A. Narrowing the Gap

The County includes extremes of wealth and poverty, for example, in terms of housing, health, income, and our residents are also significantly divided in terms of their educational achievement and aspirations. The gap is widening both between areas and communities such as urban and rural, east and west, and within those areas and communities.

For example, whilst overall Lancashire may be considered to be a fairly affluent county with many parts enjoying a high quality of life, there is also deep-rooted deprivation in some areas. There are parts of East Lancashire that have been at the very bottom of every deprivation table for some time, in spite of a number of regeneration initiatives. This wealth divide demonstrates the contrasts and sometimes extremes that exist within Lancashire as well as between Lancashire and the rest of the country.

Achieving our Vision will mean a better quality of life and opportunities for **all** Lancashire residents. Our ambitions and aspirations apply to everyone so we want to narrow the gap to avoid the continuation or widening of current differentials.

We have applied this principle to the Local Area Agreement in two ways. First, by the choice of improvement targets included in the agreement. For the purpose of this submission to central government and to allow the inclusion of a sufficient number of indicators the associated targets are presented at a county-wide level. However in order to arrive at the county target those targets have been disaggregated to identify the improvement that is expected in different areas of the county or for particular sections of the community. Disaggregation has been to the most appropriate level which is to district level where possible or in some

cases to PCT footprint. Performance management and monitoring through the Partnership will be of the disaggregated targets as well as the county level.

Second and as the LAA is implemented by the way resources are used to tackle the underlying causes of the gap.

Although applied across the board, the Narrowing the Gap principle is seen to be critical in tackling the following priorities:

- Increase levels of Community Cohesion in particular districts (NI 1)
- Improve levels of community safety in particular districts (NI 16, NI 20, NI 49, NI 195 and Local Indicator for Criminal Damage)
- Increase educational attainment by identified young people and in particular areas (NI 112, NI 117, Local Indicator NI 78)
- Reducing health inequalities between people and areas of Lancashire (NI 39, NI 55, NI 119, NI 120, Local Indicators for Oral Health and NI 187)
- Reduce worklessness in poorly performing areas (NI 153, NI 163, NI119 and NI117 and local indicator NI 152) These National Indicators will be used to determine the achievement of outcomes in relation to the areas in receipt of Working Neighbourhoods Fund and the associated performance reward grant.

Across all themes and areas the LAA indicators and targets will link to, support and be supported by related strategies and targets. One example of this is where East Lancashire PCT have signed up with local partners to deliver the "A million life years saved" initiative which is a highly ambitious initiative which seeks to address health inequalities in East Lancashire. In order to achieve this objective of saving a million years of life, it will be necessary that the rate of increase in life expectancy is considerably higher than the current life expectancy trends within East Lancashire. Achieving this will inevitably require a more challenging increase in life expectancy within East Lancashire than is predicted by the existing All Age All Cause Mortality indicator. Recognising the importance of also addressing internal health inequalities, the initiative also aims to narrow the life expectancy between districts within the East Lancashire PCT footprint. In achieving these objectives, this initiative will make a significant contribution to LAA indicators such as All Age All Cause Mortality as well as helping to narrow the life expectancy gap with the national average, both on an East Lancashire and county wide footprint.

As the LAA is reviewed we will also use these opportunities to further consider if additionally demanding targets might be agreed for specific indicators that will particularly contribute to achieving better outcomes for our most disadvantaged residents.

To ensure that the aim of narrowing the gap is being achieved the Partnership will use profile and performance data for the improvement targets to identify the areas of most need, and will ensure that partners' resources are used to support activity towards improvement in targeted areas or groups without detriment to the rest of Lancashire.

More information on how the Partnership will achieve this aim is given in the Performance Management section.

B. Active and Engaged Communities and Citizens

The voluntary, community and faith sector has an important role in actively engaging and serving communities and citizens. The sector brings value through its diversity, in representing the interests of marginalised groups, shaping and delivering services, helping build strong and active communities and building social enterprise.

In ensuring this principle is delivered the LAA has been developed with the active involvement of the voluntary, community and faith sectors (VCFS). VCFS organisations have been consulted throughout the development of Ambition Lancashire as well as the LAA thereby informing the identification of priorities and selection of improvement targets. Consultation with the VCFS has also been reinforced and supplemented through various events including LAA Conferences, Equality and Diversity Impact Assessment Seminar, District LSP Consultation Events and individual presentations to VCFS groups such as the Consortium and Forum of Faiths.

In addition, the VCFS is represented on the governance bodies including the Partnership Board and Executive, the 12 district Local Strategic Partnerships and the LAA Coordinating Group by the VCFS Consortium. Representatives from the Consortium will also be confirmed for each of the thematic partnerships in line with arrangements in our previous LAA. To help support this continued engagement with the VCFS at the strategic level, the Partnership has agreed to fund a dedicated officer within the Consortium to facilitate and further develop the linkages between them.

As we progress through to the delivery stages of the LAA, the VCFS will become even more involved both across the county and at the neighbourhood level where, in particular, they will be able to assist in identifying and delivering solutions to local problems. The Local Area Agreement also recognises the need to continue to invest in and helps to develop the infrastructure of the sector and can be evidenced by the inclusion of National Indicator 7 – Environment for a thriving third sector as one of its 'designated' targets.

Key Priorities

1. The Economy

Without improved economic prosperity, many other problems e.g. health, housing, crime, access to services are all much harder to address.

While the economy of Lancashire has been improving, it has been doing so at a slower rate than rest of country. Also, the relative growth between different parts of county is widely different and exacerbates the widening gap between rich and poor as described above in the principle Narrowing the Gap. A poorly performing economy has a circular and self-reinforcing effect, reducing employment opportunities leading to a loss of working age and qualified population and for individuals having a detrimental effect on feelings of self worth, health and ability to participate in society.

2. Health and Wellbeing

Life expectancy is significantly lower in Lancashire, and especially some parts of Lancashire, than elsewhere. Ill health in old age is a particular issue for significant numbers of older people in Lancashire and affects people's ability to enjoy life in Lancashire and puts increased demand on services.

Some health issues are particularly problematic in some areas and some communities – e.g. alcohol-related illness, drug dependency, mental health, heart disease, obesity, teenage pregnancy and they all affect wellbeing and impinge on the ability to take advantage of opportunities for work, education and social activities. Health problems reduce ambitions and expectations and some health issues also have links to crime.

3. Education, Training and Skills

Improving attainment, skills and aspirations is essential if Lancashire and its communities are to prosper, be ready to develop and take advantage of new industries and respond effectively to changing demographics including the ageing population. We also know that learning provides a route to activity, paid or not, an opportunity to be active and involved and can improve health, personal development and general wellbeing.

Educational attainment across the County and for particular groups is very unequal and represents wasted opportunities for the County and for those individuals. Lancashire has proportionately fewer highly skilled residents and this affects our ability to develop and maintain skilled economy. Training for new and existing skills is needed to equip the population for work and for life. If allowed to continue the inequality of access and achievement evident in Lancashire will perpetuate the poverty and divisions within and between communities.

4. Environment

The environment of Lancashire is a key feature of the Lancashire story and what makes Lancashire attractive, special and different to other parts of the country. It is a key asset in relation to:

- Opportunities for new sustainable technologies
- Tourism
- Biodiversity
- Agriculture
- Quality of life including mental and physical health benefits
- Image and marketing of Lancashire
- Our natural heritage as well as the built environment

But there are also significant issues relating to inequalities, such as:

- Rural poverty
- Access to services

And the appearance and quality of the local environment, i.e. 'streetscene', continues to be a key concern for residents and which affects their feeling of safety and satisfaction with where they live.

Climate change is also a concern and the effects of climate change may also be felt unequally with, for example, some areas being more prone to flooding than others.

5. Community Safety

Overall crime figures for Lancashire are low, but in some neighbourhoods and for particular communities there are very high levels of some types of crime. Where Community Safety is a problem, it has a very negative impact on the lives of residents, impinging on the health and wellbeing, not just of those immediately affected, but on neighbouring areas and towns too.

Even where crime levels are not high, the fear of crime and feeling of safety is still a major issue and affects behaviour, confidence and quality of life. Despite the relative safety of Lancashire, surveys continue to show that concerns about safety and perception of crime in many areas are disproportionate compared to the reality.

Previously, the focus has been on crime reduction and in particular burglary, robbery and theft of and from vehicles and consequently seen significant reductions in these types of crime. However, in recent years this has expanded as communities have expressed their concerns about anti-social behaviour including criminal damage. In addition, partners and communities have identified that that violent crime, particularly domestic violence have a significant impact on people's feelings of safety and quality of life in combination with other factors including street scene, fires and road safety.

METHODOLOGY AND GOVERNANCE ARRANGEMENTS

This agreement has been developed with the full support and involvement of all the agencies that are members of the Lancashire Partnership and includes those who have a 'Duty to Cooperate' in the development of the LAA. (Appendix I signatories refers). The negotiation of the LAA has been overseen by the Lancashire Partnership throughout the process with ratification through reports to the Partnership Board. The LAA is therefore owned by all members of the Partnership.

As part of the development process the seven thematic partnerships, or interim representative groups, have worked through their partner members and with other related partnerships and organisations to select the most relevant and useful indicators and to identify challenging but realistic county-wide targets. District LSPs have also been consulted throughout the development to identify appropriate indicators for their area and to define or support district level targets.

Partners have built upon their long history of working together to improve the quality of life for the people and communities in Lancashire. We have used the development process for the Local Area Agreement to provide an additional focus to identify our shared priorities and new ways of working. The new framework for the LAA has further enhanced the effectiveness for joint working including

challenging us to consider how our mainstream or core services could and should contribute to each improvement target.

Governance

In the summer of 2007, the Lancashire Partnership adopted a new structure to ensure that it would be better able to meet the expectations of the Local Government and Public Involvement in Health Act - including the anticipated requirements of the new LAA (Appendix II refers). The Lancashire Partnership structure provides the framework within which the Local Area Agreement has been developed and within which it will be implemented, managed and monitored.

The roles and responsibilities of the different elements of the structure were defined when the restructure was agreed but these are now being further refined to specifically reflect LAA responsibilities (Appendix III refers). For example, overall performance of the LAA will be monitored by a Partnership Performance Group, which reports to the Partnership Executive, however common Terms of Reference are being adopted by the thematic partnerships in relation to the LAA and their performance management responsibilities. Moreover, "role descriptions" are being developed for individuals with responsibilities in leading the implementation of the LAA such as the theme leads and target leads.

Methodology

The revised Ambition Lancashire and its principles and priorities formed the basis for the development of the 'new' LAA as all partners had been involved in the process. The development of the LAA has been as inclusive as possible within the short and imposed timescale given. The process has involved extensive and ongoing consultation with partners and partnerships aimed at confirming priorities; selecting designated indicators from the national indicator set; identifying and agreeing local indicators and setting county and district level targets.

In addition, the rigorous target setting process a number of consultations on cross-cutting issues were undertaken to ensure the LAA does not disadvantage any particular community in Lancashire, For example an Equality and Diversity Impact Assessment was undertaken of the priorities and proposed indicators. The findings from this assessment have been used and will continue to be used to refine not only the LAA but also the delivery plans that support the agreement.

i) Identifying Priorities

.Over November/December 2007, a consultation supported by a series of events held across the county with district LSPs and strategic partners, was undertaken to ask partners which of the indicators in the National Indicator Set and others that were locally defined reflected the priorities identified in Ambition Lancashire. Each partner and LSP was able to consider the indicators in relation to local issues, partner specific priorities and emerging issues from the community.

Partners also considered a list of issues from Government Office for the North West that they considered priorities for Lancashire. This consultation produced a long list of indicators which were then more rigorously assessed by the 'thematic partnerships'.

ii) Selection of Indicators

The thematic partnerships, many of which were evolutions of the existing LAA "blocks" and related theme groups represented on the Lancashire Partnership Board, took responsibility for reviewing the results of the consultation and coordinating the assessment of relevant indicators against agreed criteria to produce a short list which reflected Lancashire's priorities. The rigorous assessment was supported by the development of a business case for each proposed indicator which provided substantial performance and profile evidence and identified the added value from its inclusion in the LAA. All the business cases are available to view on the Lancashire Partnership website.

Each potential indicator and improvement target was considered according to a common set of principles, which were:

- Delivery of Ambition Lancashire Principles and Priorities
- Added value to other key Lancashire plans and strategies
- Consultation responses
- Survey data
- Profile and Performance data
- Who benefits, how and where
- Cross-cutting impact

And within the agreed context the practical issues around the indicators, i.e.:

- availability and reliability of data
- existing baselines and frequency of collection
- availability of data at an appropriate spatial level
- reality of setting an improvement target and a what level
- partnership input required

The partnership assessed the indicators to arrive at a suite that complemented each other and that can work together to allow us to address the key issues for Lancashire. The indicators have therefore been chosen where they allow a broader approach to be taken to particular priorities such as social exclusion, mental health and worklessness rather than choosing indicators that might have more narrowly constrained delivery to a single partner.

For example social exclusion of offenders is addressed through NI153, NI 30, NI 7, NI110, NI117, rather than the indicators that refer only to offenders under probation service supervision NI 143 and NI144.

Another example is mental health and wellbeing which is central to many aspects of people's lives, and does not sit simply within one section, or one indicator. It cuts across the entire Indicator Stand within the Lancashire LAA will be addressed through NI39, NI124, NI119, NI7, NI153, NI50, NI30 and others

This process also allowed the partnership to identify those issues that are of critical importance to Lancashire but that could not be accommodated within the

35 designated indicators or for which the National Indicators did not provide an appropriate measure. A number of non-designated (local) indicators have therefore been included in the LAA to reflect these priorities. These include our existing LAA1 stretch targets and indicators relating to domestic violence (alternative to NI32), preventing violent extremism (alternative to NI35), poorly performing schools (NI78), oral health, households in temporary accommodation(NI156), information for carers (NI135), gun crime in Preston (NI29) and number of new homes built(alternative to NI154)

iii) Setting Improvement Targets

County-wide targets have been developed through the theme partnerships with input from partners and GONW as appropriate and necessary. The suggested improvement targets are estimates based on past performance, trajectories and/or trends and consideration of future demands or developments in services. These have been formally negotiated with GONW, acting on behalf of Central Government,

The proposed improvement targets have been spatially disaggregated as appropriate and the baselines were circulated to District LSPs for discussion and to identify which partners will support their delivery in their area. District LSPs also discussed their targets with the themed partnerships allowing more stretching targets to be identified where there was a need to narrow the gap.

DELIVERY

Action Planning

The target leads and thematic partnerships have already begun to develop their action planning to consider how best to work together and to achieve our targets building upon the information gathered through the business case preparation. Action plan development has been further supported by the county-wide conference in April where delegates looked at opportunities as well as starting to consider potential risks. The thematic partnerships will develop and implement detailed action plans for the period of the LAA which seek to make a difference to people's lives and create more joined up solutions as well as delivering efficiencies. The detail in the action plans will demonstrate how the activity will narrow the gap and reach socially excluded communities. The delivery plans will be made available via the Lancashire Partnership website and will be managed through the agreed performance management arrangements.

Performance Management

The Lancashire Partnership will be responsible for the delivery of and managing the performance of the designated and non-designated targets included in this agreement. The Partnership will continue to use **LAA PERFORM** to monitor both the targets and the actions being taken to achieve them utilising the Red/Amber/Green alert method. **LAA PERFORM** will also include information for all of the disaggregated targets enabling partners to assess whether or not we are 'narrowing the gap' and whether or not performance is improving.

LAA PERFORM has been designed to monitor the performance of the Local Area Agreement through both the individual measures which make up the Agreement and the action plans supporting each measure. It is built around the “performancesoftviews” performance measurement software but is more than the software alone. **LAA PERFORM** is about supporting the delivery of the Agreement by ensuring that the system is used in a way that

- Is consistent and professional with a particular emphasis on data quality
- Helps present performance information in a way that meets the reporting needs of the wider partnership
- Is helpful, meaningful and informative to those tasked with delivery particularly through the use of an effective traffic light system to alert managers to underperformance and guidance on the action needed to respond to underperformance.

However the protocol is equally concerned about ensuring that

- There is minimum possible impact on partners resources in terms of the need to enter data and commentary
- Partners retain the flexibility to use their own reporting processes and formats within their own organisations

The Protocol was originally presented to the Lancashire Partnership Performance Group in July 2006 and endorsed by the previous LAA Performance and Financial Management Group in August 2006.

Partners and partnerships will have live access to quarterly reports on performance and will be able to review progress and address any issues at their quarterly review meetings. As identified in the terms of reference each thematic partnership and target lead will be responsible for ensuring that the partners who have signed up to each target are fully engaged. The thematic partnerships will be expected to use the agreed reporting process based on a “ladder of support and intervention” approach (Appendix IV). This identifies the numerous reporting flows and the different stages at which effective support or intervention could be offered to particular targets by individual partners or the Partnership collectively.

Communication

Information about the LAA and its delivery will be made available to communities in a variety of ways

- Lancashire partnership website
- LCC website
- LCC newsletter (to all households in Lancashire)
- Partnership newsletter
- Partners and district partnership websites
- VCFS consortium and members including equality and representative groups
- Local council meeting e.g. Lancashire Locals, area and neighbourhood forums
- Via councillors


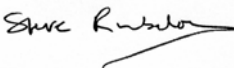
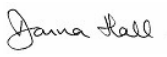

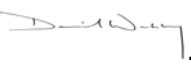

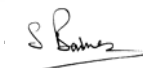



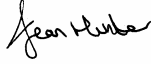

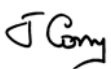


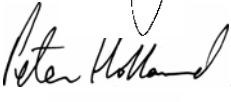

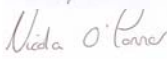
CONCLUSION

The Lancashire Partnership seeks to use the Local Area Agreement to identify consistency and maximise the opportunities for delivery not only within but across the thematic partnerships. The outcomes contribute and add value to other strategies and plans being implemented across Lancashire, including the Regional Economic Strategy and the district Sustainable Community Strategies. The suite of indicators chosen by the Partnership was selected as they were felt to be complementary and each addresses multiple priorities.

APPENDIX I
Signatories to the Agreement

10. PARTNERS' SIGNATURES

Lancashire has developed this agreement in collaboration with partners whose endorsement is recorded below.

Lancashire County Council 	Chief Executive
Burnley Borough Council 	Chief Executive
Chorley Borough Council 	Chief Executive
Fylde Borough Council 	Chief Executive
Hyndburn Borough Council 	Chief Executive
Lancaster City Council 	Chief Executive
Pendle Borough Council 	Chief Executive
Preston City Council 	Chief Executive
Ribble Valley Borough Council 	Chief Executive
Rossendale Borough Council 	Chief Executive
South Ribble Borough Council 	Chief Executive
West Lancashire District Council 	Chief Executive
Wyre Borough Council 	Chief Executive
Lancashire Police Authority 	Chief Executive
Lancashire Constabulary 	Chief Constable
Lancashire Fire & Rescue 	Chief Fire Officer
East Lancashire PCT 	Chief Executive
Central Lancashire PCT 	Chief Executive

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North Lancashire PCT 	Chief Executive
Highways Agency 	
Lancashire Sports Partnership (Sport England)...		Chief Executive
Environment Agency/Natural England 	Chief Executive
Job Centre Plus Lancashire 	Chief Executive
Lancashire Probation Service		Chief Executive
Lancashire Youth Offending Team 	Chief Executive
Lancashire VCFS Consortium.....		Chair
Learning and Skills Council Lancashire.....		Executive Director
North West Development Agency 	Chief Executive

APPENDIX III

Roles and Responsibilities throughout the LAA

1. Thematic Partnerships (county-level)

- Focus on theme priorities and performance manage countywide and district targets which relate to those priorities in line with the Performance Management Framework.
- Partner organisation provides information to LAA Perform, theme report provided to partnership
- Partner representative (usually target lead) provides update to partnership on activity
- Partnership action plan should include how they are expecting to interact with district level (LSP and thematic partnerships)

TOR to be incorporated by all theme partnerships as agreed by LP Exec

- The (name of group) will be part of the Lancashire Partnership and will support the Partnership Vision as set out in the Sustainable Community Strategy, "Ambition Lancashire."
- The (name of group) will identify relevant long term direction of travel measures and targets to be included in the relevant chapters of Ambition Lancashire. It will contribute to the achievement of Ambition Lancashire outcomes and to any future review of the Strategy.
- The Chair, or other representative as agreed by the group, will be a member of the Lancashire Partnership Board to represent the interests of the theme and to work with other Board members across the Partnership to achieve better outcomes for the residents of Lancashire.
- The (name of theme) will monitor targets within the Local Area Agreement that have been agreed with the group's member organisations and will provide reports to the Lancashire Partnership Executive and Performance Group as required.
- The (name) will be responsible for managing performance in relation to the agreed LAA targets with member organisations taking appropriate action in consultation and partnership with each other.

2. LAA Theme Lead Officers

Each thematic partnership will have an officer who acts as the theme lead

Overall Role Description

- development and delivery of the relevant LAA theme.

Specific responsibilities include:

- To establish appropriate governance arrangements which include the requirements to the Lancashire Partnership in its governance of the LAA.
- To seek to establish and maintain involvement of partner organisations in the development and delivery of the relevant theme.
- To ensure all documentation related to governance of the theme is in order, including:
 - Development of business cases proposals for targets to meet priorities
 - Development of delivery plans involving all relevant partners

- To undertake a risk assessment and devise appropriate risk management strategies for the priorities and targets.
- To develop and maintain appropriate performance management arrangements; seeking to ensure milestones and targets in the project plan are met.
- To be responsible for the overall performance of the Theme.
- To provide guidance and assistance to identified indicator lead officers to ensure both designated and non-designated targets are achieved as much as possible.
- To provide regular progress reports to the thematic partnership and the Lancashire Partnership Executive (or nominated body); including briefings for the Chair at relevant meetings and specifically to:
 - Complete Quarterly Theme Overview template before 20th working day after the period end;
 - Complete Theme Action Plan Summary template by 20th working day after the period end;
 - Complete Half Yearly - Theme Action Plan Update template before 20th working day after the period end;
 - Coordinate the completion of the Half-Yearly Theme Action Plan Spatial Footprint Comments template before 20th working day after the period end;
- To liaise and negotiate with the appropriate Theme Lead from Government Office North West.
- To liaise with partner LAA lead officers, LAA co-ordinator and theme lead officers to ensure cross cutting issues are addressed.

3. District Local Strategic Partnerships

- Focus on local priorities and performance managing district level targets in line with the Performance Management Framework.
- LSP will act as the local delivery agent implementing and supporting joint working within the relevant district.
- Lead officer collects information from LAA Perform
- Partner organisation representative to that partnership gives update on local activity and outlines action to be taken if measure is underperforming.
- For organisations which do not have the capacity for a continuous representatives, LSPs will request reports as deemed necessary from the target lead organisation.
- District LSPs should ensure information is circulated within the LSP and between themes. LSP managers/coordinators will act as overall link with each LSP and will nominate
- District LSPs will be responsible for working with neighbourhoods and developing neighbourhood targets where appropriate - see diagram App3 approved by LP Exec

4. Partner Organisations

As mentioned above, each partner organisation will be expected sign up to targets within the LAA which they will help to deliver. This duty applies equally to both designated and non-designated (local) targets. In addition for each target a lead will be identified who will help to ensure that each organisation signed up to working towards the delivery of each agreed target is contributing effectively and that information is being disseminated to all levels of the Partnership.

To ensure that partners are involved and engaged in the decision-making and management of the LAA, each organisation will be asked to nominate an individual who will act as the champion for the LAA in their organisation.

4.1 Indicator Lead

Overall Role Description

To lead on the development and delivery of a specific LAA target, either designated or non designated.

Specific responsibilities include:

- To ensure appropriate baseline data and sources are identified and improvement targets are SMART and wherever possible identify sub-targets for specific geographies or communities of interest, e.g. district, BME.
- To seek to establish and maintain involvement of partner organisations in the development and delivery of the relevant improvement target.
- To ensure all documentation related to the improvement target is in order, including:
- Development of business case
- Development of delivery plans involving all relevant partners
- To provide information for a risk assessment and appropriate risk management strategies for the target to the relevant theme lead.
- To be responsible for the performance of the specific target.
- To ensure that information on progress and delivery complies with the performance management arrangements and that any milestones to achieve the improvement target are met.
- To provide regular progress reports to the thematic partnership and the Lancashire Partnership Executive (or nominated body); as well as ensure progress is reported at the sub-county level.
- Ensure / co-ordinate data input into LAA Perform before 20th working day after the period end;
- Provide comments on the specific indicator and input onto LAA Perform before 20th working day after the period end;

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- Liaise with Theme Lead in the completion of the Quarterly Theme Overview template before 20th working day after the period end;
- Liaise with Theme Lead in the completion of the Theme Action Plan Summary template before 20th working day after the period end;
- Liaise with Theme Lead in the completion of the Half Yearly – Theme Action Plan Update template before the 20th working day after the period end;
- Provide Good News / Case Studies for the specific indicator / Theme before 20th working day after the period end.
- To be involved in any liaison and negotiation between the Theme Lead for the LAA and from Government Office North West.
- To liaise with partner LAA lead officers, LAA co-ordinator, other target leads and theme lead officers to ensure cross cutting issues are addressed.

4.2 Partner LAA Lead Officer (Champion)

LAA Lead Officers will undertake the following activity to ensure that their own organisation is fully involved and engaged in the development and delivery of the Lancashire LAA:

- To act as a point of contact for their organisation with other partners in respect of the LAA
- To liaise with the LAA lead officer and theme lead officers to ensure cross cutting issues are addressed.
- To attend any meeting identified for the LAA Lead Officers and other relevant meetings relating to specific themes as necessary.
- To provide regular progress reports on the LAA to their organisation. For District Councils, this will include reports to the district LSP.
- To assist with the development of proposals for priority outcomes, measures and targets.
- To ensure information and data is provided to assist with the performance management of the LAA
- To co-ordinate the contribution made by their organisation for the development and delivery of specific LAA targets they have signed up to help deliver.
- To ensure milestones and targets for which their organisation is responsible are met.

5. Lancashire Partnership Performance Group

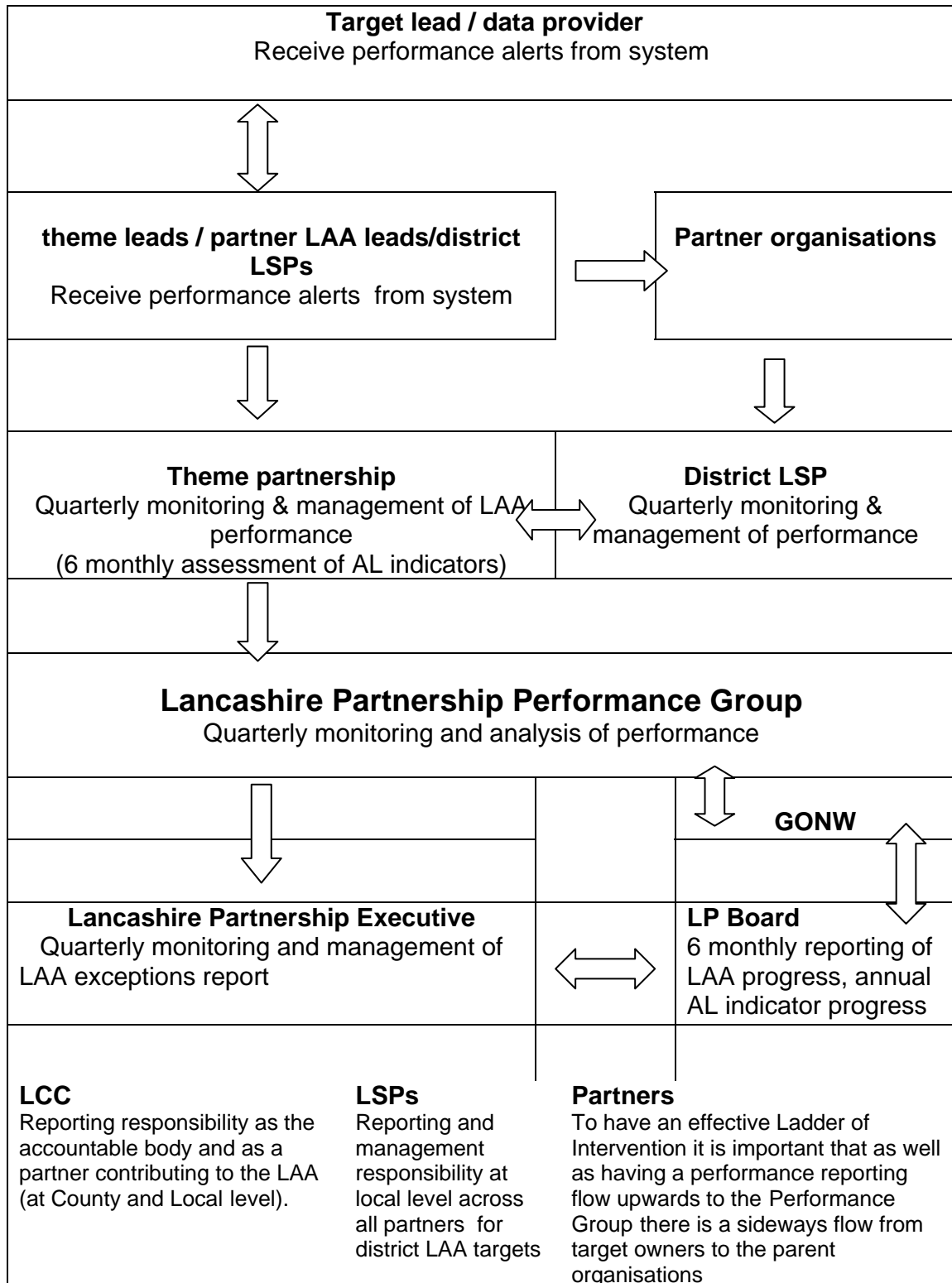
The role and membership of the Performance Group was confirmed by the Lancashire Partnership Executive at their meeting on 30th April 2008. Although the Partnership Performance Group will have a broader remit for monitoring longer term indicators to be agreed for Ambition Lancashire, with reference to the LAA it will be expected to:

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- Monitor and manage progress against all LAA indicators and targets
- Liaise with thematic partnership lead officers
- Provide quarterly reports to the Partnership Executive
- Recommend remedial action

APPENDIX IV

LAA performance reporting and intervention



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Ambition Lancashire Outcomes	Indicator(s), including those to be designated (shown with a *)	Baseline	LAA Improvement Target			Lead Partner(s)
			08/09	09/10	10/11	
People & Communities						
Improved community cohesion and building stronger communities; Improved equality and diversity in service planning and delivery.	*NI 1 - People from different backgrounds getting on well together	73.7% (08/09)	73.7%	75.3%	76.7%	District councils, County Council, Lancashire Constabulary
Increased community engagement and volunteering	*NI 4 - % of people who feel they can influence decisions in their locality	28.3% (08/09)	28.3%	31.6%	33.2%	County Council, District Councils
Increased community engagement and volunteering Reduced worklessness Improved health and wellbeing	*NI 6 - Participation in regular volunteering	24.0% (08/09)	24.0%	25.4%	27.0%	County Council, District Councils
Supported the development of the third sector in partnership working and delivery of key outcomes Improved access to services and social inclusion	*NI 7 – The environment for a thriving third sector ¹	16.1% (08/09)	16.1%	3 rd year target provided.	20.0%	District Councils, County Council.
Community Safety						
Reduced crime in target areas Reduced harm from alcohol & substance misuse.	*NI 16 - Serious Acquisitive Crime Rate	13,428 (11.52 per 1,000 pop) (07-08)	13,201	12,977	12757 (10.94 per 1,000 population)	Lancashire Constabulary

¹ A statistically significant improvement, calculated in accordance with published OTS guidance. Based on the results of the 2008 national survey of the third sector organisations, it is estimated that the required improvement in Lancashire will be 3.9 percentage points. *This remains an estimate. The final target will be confirmed once the 2010 national survey of third sector organisations has reported.* LCC request that the section in italics be replaced with 'The target of 3.9% points may be reduced through consultation in light of the findings of the national survey and will not be increased.'

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Ambition Lancashire Outcomes	Indicator(s), including those to be designated (shown with a *)	Baseline	LAA Improvement Target			Lead Partner(s)
			08/09	09/10	10/11	
<p>Reduced offending and re-offending.</p> <p>Reduced harm from alcohol & substance misuse.</p> <p>Reduced harm caused by substance misuse</p> <p>Reduced anti social behaviour</p>	*NI 30 - Re-offending rate of prolific and priority offenders	1611 (07/08)	2nd and 3 rd year targets provided.	1345 (17% reduction on baseline)	1.11 (ratio target)	Lancashire Constabulary, Probation Service
<p>Reduced harm caused by substance misuse</p> <p>Reduced health inequalities</p> <p>Emotional and physical health and wellbeing of children and young people is improved</p> <p>Reduced offending and re-offending</p>	*NI 40 - Drug users in effective treatment (Actual)	3808 (2007/08)	2 and 3 year targets provided.	3,962	4,041	Lancashire DAAT
<p>Increased road safety</p> <p>Reduced harm caused by substance misuse</p> <p>Reduced health inequalities</p>	*NI 47 - People killed or seriously injured in road traffic accidents	912 (2005 - 2007)	879 (3.6%)	812 (7.6%)	761 (6.3%)	County Council, Lancashire Constabulary.

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Ambition Lancashire Outcomes	Indicator(s), including those to be designated (shown with a *)	Baseline	LAA Improvement Target			Lead Partner(s)
			08/09	09/10	10/11	
Increased fire safety Reduced harm caused by substance misuse	*NI 49 - Number of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks	Deaths from Primary Fires milestone: 12 –1.03 per 100,000 Non-fatal casualties from primary fires milestone: 190 –16.3 per 100,000 Primary fires milestone: 3573 (04/07) – 306.5 per 100,000	Deaths from Primary Fires milestone: 11 – 0.94 per 100,000 Non-fatal casualties from primary fires milestone: 128 –11.0 per 100,000 Primary fires milestone: 3119 – 267.6 per 100,000	Deaths from Primary Fires milestone: 10 –0.86 per 100,000 Non-fatal casualties from primary fires milestone: 121 –10.4 per 100,000 Primary fires milestone: 2969 – 254.7 per 100,000	Deaths from Primary Fires milestone: 9 – 0.77 per 100,000 Non-fatal casualties from primary fires milestone: 114 – 9.8 per 100,000 Primary fires milestone: 2790 – 239.3 per 100,000	LFRS
Reduced violent crime Reduced harm caused from alcohol and substance misuse	*NI 20 - Assault with injury crime rate ²	7539	2 nd and 3 rd year target provided.	7388 (2% reduction on baseline)	7238 (4% reduction on the baseline)	Lancashire Constabulary
Reduced violent crime Reduced anti social behaviour	NI 29 - Number of Gun Crimes per 1,000 population (Local Indicator – Preston Only)	0.46 (2007/08)	3 year target proposed	3 year target proposed	10% Reduction over 3 years	Lancashire Constabulary

² Baseline of 7539 is a provisional figure. Final baseline to be confirmed July 2009.

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Ambition Lancashire Outcomes	Indicator(s), including those to be designated (shown with a *)	Baseline	LAA Improvement Target			Lead Partner(s)
			08/09	09/10	10/11	
Reduced violent crime Reduced harm caused by substance misuse Reduced domestic violence	Reduce the attrition (drop-out) rate through the Criminal Justice System: increase the percentage of cases going to charge becoming successful outcomes at court. (Local Indicator)	62% (2007/08)	3 year target proposed	3 year target proposed	70%	Lancashire Crown Prosecution Service
Reduced harm caused by substance misuse Reduced anti social behaviour Reduced offending and re-offending	Criminal Damage (Local Indicator & LPSA2)	28895 (2003/04)	21,553 (9% improvement over 1 year - existing stretch target) to 31/3/09)	N/A	N/A	Lancashire Constabulary
Reduced violent crime Improved community cohesion and building stronger communities	Preventing Extremism (Local Indicator)	TBC on receipt of self assessment.	3 year target proposed	3 year target proposed	4 on a scale of 1 - 5	Lancashire Constabulary
Increased fire safety	Number of deaths and injuries (excluding precautionary hospital admissions) arising from accidental fires in dwellings. (Local indicator & LPSA2)	202	385	N/A	N/A	LFRS
Increased road safety Reduced harm from alcohol & substance misuse Reduced health inequalities	The number of drivers and passengers of powered two-wheel vehicles killed, seriously injured or slightly injured on the roads in Lancashire (Local indicator & LPSA2)	520	485	N/A	N/A	County Council, Lancashire Constabulary.

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Ambition Lancashire Outcomes	Indicator(s), including those to be designated (shown with a *)	Baseline	LAA Improvement Target			Lead Partner(s)
			08/09	09/10	10/11	
Reduced anti social behaviour Reduced offending and re-offending Reduced violent crime	NI 32 Repeat incidents of domestic violence (Local Indicator)	TBC based on 09/10 data.	TBC based on 09/10 data.	TBC based on 09/10 data.	TBC once baseline is developed.	Lancashire Crown Prosecution Service
Children & Young People						
Emotional and physical health and wellbeing of children and young people is improved Improved health and wellbeing Reduced anti social behaviour	*NI 50 - Emotional Health of Children	67.1% (2008 / 09)	67.1%	73.0%	79.5%	PCTs, County Council
Emotional and physical health and wellbeing of children and young people is improved Reduced health inequalities	*NI 55 - Obesity among primary school age children in Reception Year (Percentage of children recorded as being obese)	9.9% (2007)	10.2%	10.4%	10.5%	PCTs, County Council

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Ambition Lancashire Outcomes	Indicator(s), including those to be designated (shown with a *)	Baseline	LAA Improvement Target			Lead Partner(s)
			08/09	09/10	10/11	
Emotional and physical health and wellbeing of children and young people is improved Improved health and wellbeing Reduced anti social behaviour	*NI 110 - Young people's participation in positive activities	62.0% (2008 / 09)	62.0%	68.0%	77.0%	County Council, Lancashire Constabulary
Emotional and physical health and wellbeing of children and young people is improved Reduced worklessness Reduced harm from alcohol & substance misuse	*NI 112 - Under 18 conception rate ³	48.5 per 1,000 females (1998)	-33.2% on baseline	-41.9% on baseline	-50.7% on baseline	County Council, PCTs
Emotional and physical health and wellbeing of children and young people is improved Reduced worklessness Reduced crime in target areas Improved health and wellbeing Reduced anti social behaviour	*NI 117 - 16 - 18 year olds who are not in education, training or employment (NEET) ⁴	6.8% (Nov 07 to Jan 08 Average)	6.2%	6.0%	5.8%	County Council, Lancashire Constabulary

³ These figures are based on a calendar year. Data is provided approximately 24 months after period end.

⁴ Regarding the previously agreed reward element on NEET, NI 117, the counting methodology adopted at the time of the agreement will be used to measure reward performance only

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Ambition Lancashire Outcomes	Indicator(s), including those to be designated (shown with a *)	Baseline	LAA Improvement Target			Lead Partner(s)
			08/09	09/10	10/11	
Children and young people have the skills required for life Reduced worklessness Improved health and wellbeing	NI 78 Reduction in number of schools where fewer than 30% of pupils achieve 5 or more A* - C grades at GCSE and equivalent (inc English and Maths). [Floor Target]	20% (2007)	5%	3%	0%	County Council
Improved health and wellbeing Reduced health inequalities	Oral Health (Local Indicator)	44% (2005/06)	42.2%	41.3%	40.7%	PCTs, County Council

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Ambition Lancashire Outcomes	Indicator(s), including those to be designated (shown with a *)	Baseline	LAA Improvement Target			Lead Partner(s)
			08/09	09/10	10/11	
Children & Young People Statutory Indicators						
Children and young people have the skills required for life	NI 72 Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	51.8% (2007)	54.9%	-	-	County Council
Children and young people have the skills required for life	NI 73 Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold) PSA 10	73% (2007)	81%	-	-	County Council
Children and young people have the skills required for life	NI 75 Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold) PSA 10	47.8% (2007)	55%	-	-	County Council
Children and young people have the skills required for life	NI 87 Secondary school persistent absence rate DCSF DSO	6.9% (2007)	6.3%	-	-	County Council
Children and young people have the skills required for life	NI 92 Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest PSA 11	35% (2007)	29.8%	-	-	County Council
Children and young people have the skills required for life	NI 93 Progression by 2 levels in English between Key Stage 1 and Key Stage 2 PSA 11	83% (2007)	90%	-	-	County Council

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Ambition Lancashire Outcomes	Indicator(s), including those to be designated (shown with a *)	Baseline	LAA Improvement Target			Lead Partner(s)
			08/09	09/10	10/11	
Children and young people have the skills required for life	NI 94 Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2 PSA 11	79% (2007)	88%	-	-	County Council
Children and young people have the skills required for life	NI 99 Children in care reaching level 4 in English at Key Stage 2 PSA 11	40% (2007)	55.1%	-	-	County Council
Children and young people have the skills required for life	NI 100 Children in care reaching level 4 in Maths at Key Stage 2 PSA 11	41.5% (2007)	51.0%	-	-	County Council
Children and young people have the skills required for life	NI 101 Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths) PSA 11	10.2% (2007)	16%	-	-	County Council
Health and Wellbeing						
Reduced harm from alcohol & substance misuse	*NI 39 - Alcohol-harm related hospital admission rates	1675 (06/07)	1917	2026	2102	PCTs
Reduced health inequalities						
Reduced violent crime						
Reduced domestic violence						
Reduced anti social behaviour						
Emotional and physical health and wellbeing of children and young people is improved						
Reduced offending and re-offending						

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Ambition Lancashire Outcomes	Indicator(s), including those to be designated (shown with a *)	Baseline	LAA Improvement Target			Lead Partner(s)
			08/09	09/10	10/11	
Reduced health inequalities Improved health and wellbeing Improved street cleanliness, litter and graffiti Reduced worklessness	*NI 119 - Self-reported measure of people's overall health and wellbeing	74.0% (2008/09)	74.0% (2008/09)	75.0%	76.0%	PCTs
Reduced health inequalities Increased road safety Increased fire safety	*NI 120 - All-age all cause mortality rate (Rate per 100,000 population)	771 Males 545 Females (2006)	724 Males 519 Females	702 Males 506 Females	681 Males 494 Females	PCTs
Reduced health inequalities Increased fire safety Improved street cleanliness, litter and graffiti	*NI 123 - 16+ current smoking rate prevalence (number of 4-week quitters per 100,000 population)	924 (04 / 05 – 06 / 07)	934	943	953	PCTs
Reduced health inequalities Improved health and wellbeing	*NI 124 - People with a long-term condition supported to be independent and in control of their condition	57.4% (2008 / 09)	57.4%	59.4%	61.4%	County Council, PCTs
Improved health and wellbeing Reduced worklessness	NI 156 - Number of households living in temporary accommodation (Local Indicator)	260 (2004)	188	131	106	District Councils
Reduced health inequalities Improved health and wellbeing	The percentage of retailers who refuse to sell tobacco to underage young people as measured by test purchases (Local Indicator & LPSA2)	86% refusals	89% refusals	N/A	N/A	County Council

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Ambition Lancashire Outcomes	Indicator(s), including those to be designated (shown with a *)	Baseline	LAA Improvement Target			Lead Partner(s)
			08/09	09/10	10/11	
Reduced health inequalities	The percentage of tobacco sales at vending machines refused to underage young people as measured by test purchases (Local Indicator & LPSA2)	57% refusals	80% refusals	N/A	N/A	County Council
Reduced health inequalities Improved health and wellbeing	The % of retailers who refuse to sell alcohol to underage young people as measured by test purchases (Local Indicator & LPSA2)	73% refusals	82% refusals	N/A	N/A	County Council
Reduced health inequalities Improved health and wellbeing	Adult smoking rates as measured by 4 week quitters (Local Indicator & LPSA2)	7643 (Average of 03/04, 04/05, 05/06)	8032	N/A	N/A	PCTs
Older People						
Improved health and wellbeing of older people Reduced health inequalities	*NI 137 - Healthy life expectancy at age 65	12.82 (2001) 13.9 (2008)	14.15	14.34	14.66	PCTs, County Council
Improved health and wellbeing of older people Reduced health inequalities	*NI 139 - People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently	32.7% (08/09)	32.7%	34.7.	37.7%	PCTs, County Council
Improved health and wellbeing Reduced health inequalities Reduced crime in target areas	*NI 142 - Number of vulnerable people who are supported to maintain independent living	98.62% (2007/08)	2 and 3 year target provided.	98.95%	99.0%	PCTs, County Council

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Ambition Lancashire Outcomes	Indicator(s), including those to be designated (shown with a *)	Baseline	LAA Improvement Target			Lead Partner(s)
			08/09	09/10	10/11	
Improved health and wellbeing Reduced health inequalities	NI 135 - Carers receiving needs assessment or review and a specific carer's service, or advice and information (Local Indicator)	22.2% (2008)	23.3%	24.5%	25.7%	County Council
Improved health and wellbeing Reduced health inequalities	Number of new awards of attendance allowance, disability allowance, pension credit, housing benefit, council tax benefit and carers allowance made to people aged over 65 as a result of help provided by County Council and District Councils (Local indicator & LPSA2)	1571	6750	N/A	N/A	County Council
Economic Development						
Improved health and wellbeing Reduced worklessness Increased employability	*NI 153 - Working age people claiming out of work benefits in the worst performing neighbourhoods	29.9% (May 07)	3 year target proposed but local targets will be developed in each District and aggregated	3 year target proposed but local annual targets will be developed in each District and aggregated	27.9%, a reduction of 1599 over the three years	District Councils, County Council, Jobcentre Plus
The GVA gap is narrowed Reduced worklessness Improved health and wellbeing	*NI 155 - Number of affordable homes delivered (gross)	276 (2006/07)	476	494	512	District Councils

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Ambition Lancashire Outcomes	Indicator(s), including those to be designated (shown with a *)	Baseline	LAA Improvement Target			Lead Partner(s)
			08/09	09/10	10/11	
The GVA gap is narrowed Improved health and wellbeing Reduced worklessness Increased employability Increased skills level	*NI 163 - Working age population qualified to at least Level 2 or higher	68.8% (2006)	74.4%	76.2%	78.1%	LSC
The GVA gap is narrowed Improved health and wellbeing Reduced worklessness Increased employability Increased skills level	*NI 165 - Working age population qualified to at least Level 4 or higher	161,327 or 25.1% population qualified to Level 4 in 2006	174,181 or 27.1% population qualified to Level 4 in 2008/9	180,603 or 28.1% population qualified to Level 4 in 2009/10	193,339 or 30.08% population to level 4 by December 2010/11	Lancashire Skills Board
The GVA gap is narrowed Improved health and wellbeing Reduced worklessness	*NI 166 - Average earnings of employees in the area ⁵	98.7% ratio against regional median) (ten year averages 1997 – 2006)	2nd and 3 rd year target provided	3-year average ratio of 98.7%. To achieve this the 2nd year model ratio would be 98.7%	3-year average ratio of 98.7%. To achieve this the 3rd year model ratio would be 99.8%	District Councils, County Council
The GVA gap is narrowed Reduced worklessness	*NI 171 - New business registration rate ⁶	54.6 (2008)	2nd and 3 rd year target provided	53.5	55.6	District Councils, County Council

⁵ These indicators may not be refreshed in March 2009 as they are to be renegotiated with Central Government and locked-down in Jan 2010.

⁶ These indicators may not be refreshed in March 2009 as they are to be renegotiated with Central Government and locked-down in Jan 2010.

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Ambition Lancashire Outcomes	Indicator(s), including those to be designated (shown with a *)	Baseline	LAA Improvement Target			Lead Partner(s)
			08/09	09/10	10/11	
Improved health and wellbeing Reduced worklessness	NI 152 - Working age people on out of work benefits (Local Indicator) ⁷	12.4% (June 2006 to May 2007 – 4 Quarter Average)	3 year target proposed but local targets will be developed in each District and aggregated	3 year target proposed but local targets will be developed in each District and aggregated	12.2% (links to NI 153)	District Councils, County Council, Jobcentre Plus
Reduced worklessness Increased employability Increased skills level	Number of completed frameworks for modern apprentices in public sector organisations in Lancashire (Local Indicator & LPSA2)	82	439 over 3 years	N/A	N/A	County Council
Reduced worklessness Improved health and wellbeing	Number of Lancashire people in receipt of an incapacity benefit or Lone parent benefit helped by Lancashire County Council (COUNTY COUNCIL), working in partnership, into sustained employment (Local Indicator & LPSA2)	0	480 over the three years aggregated	N/A	N/A	County Council
The GVA gap is narrowed Reduced worklessness	(a) number of new businesses established, (b) above businesses sustained for a minimum of 12 months (Local Indicator & LPSA2)	(a) 604 (b) 501	(a) 2014 over the 3 years (b) 1693 over the 3 years	N/A	N/A	County Council

⁷ These indicators may not be refreshed in March 2009 as they are to be renegotiated with Central Government and locked-down in Jan 2010.

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Ambition Lancashire Outcomes	Indicator(s), including those to be designated (shown with a *)	Baseline	LAA Improvement Target			Lead Partner(s)
			08/09	09/10	10/11	
The GVA gap is narrowed Reduced worklessness	No. of new homes granted planning permission per year (Local Indicator)	2900 (2006/07)	3445	6890 (cumulative over 2 years)	10335 (cumulative over 3 years)	District Councils
The GVA gap is narrowed Reduced worklessness	No. of new homes constructed (Local Indicator) ⁸	2525 (2006/07)	1890	2671	3445	District Councils
Environment						
Reduced carbon emissions and adapted to climate change Improved health and wellbeing Emotional and physical health and wellbeing of children and young people is improved	*NI 186 - Per capita CO2 emissions in the LA area	7.2 tonnes per capita (2005)	6.96% reduction in per capita emissions from 2005 baseline. (6.13% is from "national" measures, 0.8% from "national measures with LA influence")	9.75% reduction in per capita emissions from 2005 baseline. (7.9% from "national" measures and 1.85% is from "national measures with LA influence")	12.5% reduction in per capita emissions from the 2005 baseline. (9.75% from "national" measures and 2.75% is from "national measures with LA influence")	County Council
Reduced carbon emissions and adapted to climate change Improved health and wellbeing	*NI 188 - Adapting to climate change	Level 0 (2008)	Level 1	Level 2	Level 3	County Council, Environment Agency

⁸ The figures for completions reflect the fact that the policy situation within Lancashire is changing as a result in alterations to national planning policy and the Regional Spatial Strategy.

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Ambition Lancashire Outcomes	Indicator(s), including those to be designated (shown with a *)	Baseline	LAA Improvement Target			Lead Partner(s)
			08/09	09/10	10/11	
Improved street cleanliness, litter and graffiti Improved health and wellbeing Reduced anti social behaviour	*NI 195 - Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)	Litter 11% Detritus 21% Graffiti 4% Fly posting 1% (2006 / 07)	Litter 11% Detritus 19% Graffiti 4% Fly posting 1%	Litter 10% Detritus 18% Graffiti 4% Fly posting 1%	Litter 9% Detritus 16% Graffiti 4% Fly posting 1%	District Councils
Reduced carbon emissions and adapted to climate change Increased waste recycling and composting	*NI 192 - Household waste recycled and composted	41% (TBC – when 2008 data set becomes available) (2007/08)	42%	43%	44%	County Council, District Councils
Reduced carbon emissions and adapted to climate change Emotional and physical health and wellbeing of children and young people is improved Improved health and wellbeing Reduced anti social behaviour Reduced health inequalities	*NI 197 - Improved local biodiversity – active management of local sites	15%	18%	21%	24%	County Council, District Councils
Reduced health inequalities Improved health and wellbeing	*NI 187 - Tackling Fuel Poverty	SAP<35 - 6.08% SAP>65 – 34.58% (2008/09)	2nd and 3rd year target provided.	SAP<35 - 5.83% SAP>65 – 35.58%	SAP<35 - 5.58% SAP>65 – 36.58%	District Councils, County Council

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Ambition Lancashire Outcomes	Indicator(s), including those to be designated (shown with a *)	Baseline	LAA Improvement Target			Lead Partner(s)
			08/09	09/10	10/11	
<p>Improved health and wellbeing</p> <p>Improved street cleanliness, litter and graffiti</p> <p>Increased waste recycling and composting</p>	% of sites surveyed which are below grade B for litter and detritus (Local indicator & LPSA2 – links to NI 195 but with slightly altered methodology)	14.6%	6.5% points	N/A	N/A	District Councils