



# **‘Young People – Our Future’**

**A Second Phase Local Area Agreement**

**Draft Document – 27 January 2006**



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## **Executive Summary**

Our LAA is about change and improvement. We propose to use new and aligned funding in an innovative way to improve outcomes for children and young people, thereby enhancing community cohesion in Darlington.

Darlington Partnership is enthusiastic about the opportunities available through the LAA to put ideas into practice and to enable us to achieve step change. All partners welcome the invitation from government that LAAs represent, to experiment with new ways of improving quality of life.

Delivering the LAA will require the LSP to improve on its already advanced level of partnership working by translating strategic vision for children and young people into operational delivery using funding sources that are available in Darlington for the first time. It will require similar lateral thinking and joined up flexibility from central government.

The bottom line is that delivery of our LAA will:

- strengthen social cohesion in Darlington;
- improve educational outcomes and life chances for children and young people;
- reduce anti-social behaviour and the fear of crime;
- reduce health inequalities for children and young people;
- enable all sectors within the LSP to focus better on the needs of individuals, families and communities;
- provide a model of service improvement which we can roll out to other themes in the future.

All of these outcomes are ‘hard’ and impossible to address in isolation. In our submission we describe the particular challenges that we are seeking to address through the LAA.

Development of the LAA has enabled us to begin a process of crosscutting review. We have challenged ourselves, in partnership, to identify potential areas of duplication and where service silos are getting in the way of delivery. At the same time we have looked at where there are service gaps and unresolved issues. We see this as being the beginning of a process, so that this submission is a nucleus around which we can continue to align funding, review service provision and achieve continuous improvement throughout and beyond the lifetime of the LAA. In this way we are confident of securing greatest value for money from new public expenditure such as SSCF and LPSA pump priming.

This LAA represents an exciting opportunity for central government too. This is because Darlington’s context, unusually, makes it possible for a time-limited, relatively small level of additional funding, once aligned to other mainstream funds, to make a disproportionately large difference. This is explained later in the submission and it is essential that this context be understood when considering the freedoms and flexibilities requested. It arises because we are now ready to move to a new way of working and we see great potential to link services in a way that supports community cohesion. We commend our LAA as the catalyst to make this happen.

## Overview – what we are trying to achieve

The LSP sets out what it is trying to achieve in our community strategy<sup>1</sup>. This is expressed in terms of the outcomes that the partnership wants to achieve for Darlington. The partnership has agreed a common dataset against which it measures progress. Annual reviews on progress lead to the production of a community strategy action plan<sup>2</sup>, which involves changes to tactics according to the progress made on achieving targets and the changing environment. This system has been in place for three years and is supported by a performance management framework that has been particularly praised by the Audit Commission<sup>3</sup>.

In many respects therefore, Darlington's community strategy action plan fulfils the requirements of an LAA. Attention is now being placed on developing the financial information that will improve the community strategy action plan and enhance the governance arrangements of the LSP.

Darlington Partnership took at face value the expressed intention of LAAs to experiment in improving local quality of life. The decision was taken by the LSP Board to focus on children and young people across all LAA blocks as a form of LAA that would significantly benefit Darlington residents. This was because:

- all consultation results point to children and young people as a priority group for residents and partners;
- it is a relatively underdeveloped area for the LSP. For example, the two other priority groups identified in the community strategy are older people and those living in the most deprived wards. An older person's strategy has been in place for three years and despite not qualifying for NRF, Darlington has a neighbourhood renewal strategy in place and local plans for all eleven community partnership areas;
- whilst we have made very good progress across all community strategy themes over the past few years, there are performance areas which have been difficult to shift and where we now want to focus;
- the outcomes which we need to improve cannot be met without joined up working;
- there is an opportunity to build on and extend recent innovative working;
- the approach offers us the chance to achieve step change since it involves changing how we work together in partnership. We believe that the ability to focus, albeit on a very wide theme such as children and young people, offers us the best opportunity to re-engineer services over the lifetime of the LAA;
- we can learn from this form of LAA and roll out this approach to other LSP priority areas.

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<sup>1</sup> Where quality comes to life – A Community Strategy for the Future of Darlington  
[[www.Darlington.org.uk](http://www.Darlington.org.uk)]

<sup>2</sup> Darlington Partnership – Darlington Partnership Community Strategy Action Plan 2005-2006  
[[www.Darlington.org.uk](http://www.Darlington.org.uk)]

<sup>3</sup> Governing Partnership – Bridging the Accountability Gap – October 2005  
[[www.audit-commission.gov.uk/reports](http://www.audit-commission.gov.uk/reports)]

LAA guidance, including mandatory targets for other areas beyond our chosen theme of children and young people will be incorporated in our community strategy action plan. In this way, progress will continue to be made across all parts of the community strategy whilst our LAA focuses on our chosen theme.

## **Strategic Fit**

The strategic fit of the LAA with the main strategic documents of the LSP and constituent partners can be summarised as:

- **Community Strategy** – the community strategy identifies children and young people as a priority group. This is in recognition of the fact that all the community strategy themes: economy, education, social inclusion, health, safety, transport, environment and leisure are important for children and young people. In the community strategy and throughout this submission, we refer to children and young people’s services in this holistic way. We are not taking the narrow view that children’s services are simply education and children’s social services;
- **Children and Young Person’s Plan** – as an excellent (4\*) authority, we do not have to produce a CYPP. However we are doing so and the LAA has been developed at the same time as the CYPP. The LAA will therefore form a key part of the action plan of the CYPP;
- **Youth Service Plan** – in unison with the development of the CYPP, we are combining our response to Youth Matters and our improvement action plan arising from the OfSTED inspection of the youth service into a single Youth Service Plan. Again this is being developed at the same time as the LAA, and is being informed by the same consultation. Thus it is strategically aligned;
- **Best Value Performance Plan** – Darlington Borough Council has had a combined corporate and best value performance plan for 3 years. The latest plan gives priority to the change programme for children’s services. Darlington was amongst the first authorities to move to a children’s services department. In recognition of the holistic approach we wish to take to children’s services, a five-year change programme was developed which is being formally programme managed. The LAA constitutes a significant project within that programme;
- **Annual Performance Assessment** – the issues raised with the Director of Children’s Services at the APA have been incorporated into the LAA;
- **Crime and Disorder Reduction Strategy** – priority areas of this strategy particularly, antisocial behaviour and domestic violence have formed the backdrop for the LAA;
- **Local Delivery Plan** – as major players within the LSP, the PCT have ensured significant integration between the community strategy, the LDP and the LAA.

All of the above strategies are performance managed using *Performance Plus* which has been in place in the LSP and the local authority for 2 years. The LAA will also use this system.

## **Outcomes to be addressed by the LAA**

There is much independent external evidence that the LSP, the council, PCT, local colleges and the police are all high performers with impressive track records of delivery. Space does not permit reiteration of the numerous achievements and successes that have improved outcomes for local people. The community strategy is premised on the fact that Darlington is an attractive town that offers good quality of life.

However, our LAA is about change and improvement. It is natural therefore that we are seeking to focus on those outcomes which present current challenges and which require improvement.

For example, in some homes within Darlington, there is little value placed on learning, and, frequently, some wider issues that act as barriers to learning for children and young people. These may include alcohol or substance misuse, domestic violence, poverty and/or mental health problems faced by parents or carers. Although educational performance generally indicates satisfactory and sometimes good outcomes for children and young people, there are a range of indicators that cause concern:

- Increasing level of permanent exclusions – 10 in 2003; 24 in 2004; 34 in 2005. Analysis shows that a high proportion of children who are excluded had previously been achieving, and that, worryingly, only a minority had been referred to targeted or specialist services;
- Increasing numbers of young people are in education other than at school (EOTAS) - 21 in 2002 increasing to 82 in December 2005;
- Provisional figures for 2005 show levels of absence from Darlington's schools as the 12th worst in the country;
- There are inconsistent results across KS3 and KS4 with some schools struggling to meet the national floor targets;
- Performance dips markedly from KS2 to KS3 which means that children who had previously been achieving well do not continue to do so. This suggests that there are issues regarding the transition between primary and secondary schools.

The indicators listed above are obviously worrying in their own right and pose constraints on future life chances for children and young people regarding further education and employment. A little thought however illustrates that the picture is even more worrying. None of the outcomes above exists in isolation. There is considerable evidence of linkage to further adverse trends:

- teenage pregnancy, particularly for the under 16s is increasing;
- the average age of people developing a drug habit is 15.2 in Darlington;
- Youth Offending Service education indicators remain red as a significant number of young people are either non-attending or excluded at the end of their order.

Health outcomes for children and young people are amongst the worst in the country and again, cannot be considered in isolation from the other outcomes listed above. A child whose behaviour is affected by poor diet may not achieve his or her potential. Similarly, mental health difficulties may arise from bullying.

These linkages are particularly striking when one considers their impact on community cohesion. Darlington residents consistently report that the worst antisocial behaviour problems in their perception are from ‘teenagers hanging around on the streets’. Therefore, although young people are disproportionately the victims of crime, they are also, paradoxically, most feared by adults as likely perpetrators of crime.

In the light of the above trends, partners in Darlington have critically examined children and young people’s services in the widest sense. In particular, the council has reviewed youth service provision and the range of activities available to children and young people in their free time. At the same time as responding to our OFSTED inspection the council wants to address the following current shortcomings:

- An analysis for the emerging Youth Service Plan reported on specific examples of consultation with children and young people over a 4 year period. There were 55 pieces of consultation, which, on analysis, had had minimal impact on addressing the key issues for young people in Darlington;
- There is an unbalanced focus on ‘consultation’ and less emphasis and drive to creating mechanisms for young people’s active involvement and participation in decision-making.
- The Council (and other agencies) have not fully embraced models and standards for young people’s participation, for example the NYA/LGA Hear By Right standards;

The LAA will seek to improve community cohesion by addressing this engagement deficit with young people. The community safety issues highlighted above demonstrate that a significant community cohesion issue for the borough generally is inter-generational understanding and tolerance. The LAA will help us improve this position.

Although Darlington has an excellent record of attainment at A level, there are a disproportionately high number of young people who are not in education, training or employment. Further analysis shows that the problem lies with 17-18 year olds dropping out of education. This suggests strongly that the range of choice and opportunities across the full academic and vocational spectrum needs to be further developed, with greater personalised support to young people to identify and be supported in determining the most suitable pathway for them.

### **Process of developing the LAA**

Our strong LAA has benefited from the full support of both Darlington’s Local Strategic Partnership and Voluntary Sector. We have already mentioned the authority’s mature relationship with the LSP. It’s natural for us to deliver such key strategies as the LAA alongside our key partners.



LAA development has been overseen by an Executive Steering Group, made up from such representatives as the Chief Executive of the PCT, Area Commander of Darlington Police, Chief Officer Darlington CVS, etc. and chaired by the Chief Executive of Darlington Borough Council. Consultation and user involvement has been thorough, with the CVS taking a leading role in organising consultation events to both inform stakeholders and be informed themselves. Due to our strategic alignment already in place with partner agencies, we have benefited from the availability of existing relevant consultation data, including that used to develop the Youth Justice Plan, the Children and Young Person's plan, etc.

### **Current status of this draft**

The LAA, from inception, has received the full support of all partners, in part due to our inclusive process of developing the agreement. Whilst it is agreed that this paper remains a working draft, the concept is real, with partners bought in. This will not change. It is appreciated however that in delivering a LAA that will radically change service delivery, there will be a need to re-examine performance information and realign funding where appropriate.

## **Context – how step change is possible in Darlington**

The outcomes that we are seeking to achieve through the LAA are all inter-linked. In the remainder of this submission we have divided the outcomes between the 4 blocks to avoid repetition. It must be stressed however that the theme of children and young people is being addressed holistically. We see the LAA being a co-ordinated action plan that enables us to work differently in partnership so that all the actions contribute to achievement of all of the outcomes. For the purpose of presentation we have simplified the relationship between actions and indicators that will measure progress. In other words our LAA is not a list of unrelated actions. We have carefully thought through the interdependencies within and between blocks. Only by moving forward in this joined up way can we be confident of achieving success. We intend to use Performance Plus to identify and map causal links between outcomes.

We believe that the LAA will be the catalyst for achieving step change against the outcomes referred to in the previous section. This is because it will enable us to extend those areas of developing good practice that are showing promise. It will enable us to join up services that are at different stages of development for maximum gain. It will enable us to better view our services from the perspective of an individual child or family or school. We believe that there are opportunities to remove duplication between agencies, in effect identifying partnership Gershon savings. Because of the advanced stage of development of some of the thinking, our mature partnerships and track record of delivery, we are confident of delivery.

To attempt to describe the concept behind our LAA, it is essential to simplify the complexities that currently exist in Darlington. The following explanation must therefore be understood to be largely schematic and high level. It is structured as follows:

- current service provision – grossly simplified picture of current provision including high level issues and shortfalls;
- development areas – a short summary of exciting, practical developments in Darlington which helped shape our thinking for the LAA;
- opportunities to change – schematic representation of the changes that we can unlock/accelerate through the catalyst of the LAA.

### **Current Service Provision**

As stated above, the LSP and partners have strong track records as high performers. Our current working methods have therefore served us and residents well. However, in seeking to address the very challenging outcomes that form the focus of the LAA we have recognised that:

- the majority of services are provided on a whole borough basis. Whilst this will remain the most effective way of providing some services, this approach does not help us get closer to communities and foster the types of dialogue and understanding that, particularly, in the most deprived areas, we most need to foster renewal;

- our long history of partnership working has enabled effective multi-agency working to take place. However it is not always clear that the remits of multi-agency teams are sufficiently defined to remove duplication and support continuous improvement. We believe there is scope to consider whether different roles and agencies are actually providing the same thing;
- whole authority services and a multitude of multi-agency teams make it difficult to attain, analyse and share community intelligence. Services are, for the most part, not intelligence led or sufficiently evidence based;
- all of the points listed above make it difficult to achieve effective early intervention even though all organisations are signed up to doing this;
- such a backdrop almost constrains community involvement to be more ad hoc and short term than it could be;
- the impact of such disconnects are felt most strongly in the most deprived parts of Darlington.

## **Development Areas**

In recognition of the above, there has been much development across Darlington in relation to what needs to change. Again space and time do not permit a full representation here of the many development areas that have influenced our thinking on the LAA and on which we want to build further as we implement the LAA. Examples include:

- there are emerging examples of area based working e.g. clusters, Street Scene, neighbourhood policing, health promotion etc. All of these initiatives are based on fostering closer engagement with communities to build up awareness and trust and to ensure that frontline staff have the opportunity to develop better relationships with residents;
- there is growing recognition that the number of initiatives or policies coming from central government and locally can lead to initiative overload. For example, the concepts of Safer Schools and Healthier Schools both have merits, but unless these are joined up effectively at local level, there is potential for overlap, duplication and confusion amongst schools and local people;
- all service areas have currently recognised the need to become more intelligence led. There has been good early thinking and development work in Community Safety and Street Scene. Other services such as the youth service and leisure have similarly recognised that they could build on this approach;
- the need for early intervention within a coherent, tiered approach to need is a constant theme arising from, for example, the youth offending service, clusters, health promotion etc. Again there is recognition that such an approach needs to be developed in a consistent fashion;
- there is growing recognition and early promising work associated with developing more consistent and rigorous involvement and consultation methods for children and young people to ensure that identified issues are followed through;

- it is understood that developing an area based approach must incorporate the needs of different areas e.g. deprived communities and not simply lead to an even split of resource.

### **Opportunities to change**

The LAA will act as a catalyst for us to change by:

- giving profile and consistency to the area based approach, particularly assuring alignment of areas so that clusters, Street Scene areas, neighbourhood policing are all consistent. This requires the LSP and constituent partners to change corporately to support the areas. The LAA will help here in terms of profile and by resourcing the transition to this way of working;
- ensure effective co-ordination of the multi-agency teams within clusters/areas etc. This will provide the opportunity to re-engineer services and join up initiatives such as Safer Schools and Healthy Schools;
- develop effective tools and options to enable us to move to intelligence led planning. The LAA will enable us to invest in this area to ‘catch up’ in an area of relative weakness;
- in designing the multi-agency teams and intelligence systems, the principle of early intervention will be the overarching driver;
- all of the above will enable us to develop and sustain more effective community engagement, thus enhancing community cohesion.

### **Cultural Change**

We are fully aware that the approach we are taking represents significant change. Such an ambitious approach, is essential, in our view, to attain the outcomes we seek. For this reason we see the LAA as a process, which will develop and evolve over time. Already we can see additions and further alignments that are eminently possible, but will require further work before inclusion within the LAA. We would therefore seek the freedom and flexibility within the parameters of the overall funding envelope and outcomes that are fixed to reconfigure our actions as we learn and challenge further.

### **Governance of the LAA**

In delivering this draft LAA the steering group has played a vital role. Now that a draft has been agreed and submitted, there is scope to re-engineer the Executive arrangements over the next 2-3 months to prepare for implementation of the LAA actions. Governance arrangements will be reviewed in time for the final submission.

## LAA BLOCKS

### **LAA Block 1 – Children and Young People**

#### **Outcomes**

The outcomes we are seeking in this block are:

- improved attainment in primary and secondary schools;
- more children and young people who are attending and enjoying school;
- increased community access to school resources and schools contributing to wider neighbourhood renewal objectives.

#### **Issues to be addressed**

Discussions amongst partners and analysis of trends identified the following issues to be addressed by our LAA in order to achieve the outcomes listed above:

In some homes within Darlington, there is little value placed on learning, and, frequently, some wider issues that act as barriers to learning for children and young people. These may include alcohol or substance misuse, domestic violence, poverty and/or mental health problems faced by parents or carers. The key areas where improvement can be made are:

- **transition from primary to secondary school** - performance dips markedly from KS2 to KS3 which means that children who had been previously achieving well do not continue to do so. While there has been some work through the identification of school clusters to improve transition, there is still a great deal more to be done.
- **early identification and intervention strategies for vulnerable children and young people including those exhibiting worrying characteristics in terms of emotional and social behaviour, academic progress, poor attendance, substance misuse, offending behaviour etc.** –the current practice of formal referral from schools to a range of targeted and specialist services often fails these children as they do not either meet the relevant threshold for support or they have been referred to an inappropriate service provider. Furthermore initial research within Children’s Services into children at risk of exclusion suggests that in a significant number of cases, vulnerable children are not being referred by schools to appropriate intervention services.
- **removal of potential duplication from fragmented service delivery** – for example, there are currently many forms of parenting support delivered by a range of agencies to differing age groups. These include Sure Start Local programmes (target group 0-4 year olds); Early Intervention Team linked to YOT (target group 10-18) family support via Children and Families Duty Team (target group 4-10) and Education Welfare Team (target group school age). It is believed that there is considerable scope to review this provision and ensure that any duplication is removed and gaps made good.

- **known service gaps** - e.g. Family Learning has successfully run homework clubs for parents i.e. targeted at providing guidance to parents on how to help their children with homework. It is known that this service does not address those families with greatest need, for example parents with literacy problems etc. It is thought that intensive 1:1 support arising out of community development work would offer maximum benefit here.

### **Successes to be built on**

The LAA will seek to learn from and build on emerging developments within Darlington.

#### *Children's Services*

The early establishment of a Children's Services Department. Early feedback through Annual Performance Assessment demonstrates that good progress is being made in building linkages across key areas of service delivery.

#### *School Clusters*

All Darlington schools have signed up to working in 5 geographical school clusters. Although in the formative stage of development, a key achievement already has been the development of shared cluster plans. Extended school funding has been delegated to each cluster to support plan implementation.

A number of emerging themes have been identified through the process and it is envisaged that the LAA will enable us to:

- improve transition between primary and secondary schools;
- improve behaviour, learning and attendance;
- develop an enhanced, varied and more creative curriculum;
- have greater parental and family involvement in learning;
- increase levels of attainment and narrow the gap between boys' and girls' performance;
- improve community engagement to collectively understand local need and how schools working in partnership with others can respond;
- improve access to additional facilities, activities, services and curriculum opportunities (including extra-curricula) for pupils, their families and the wider community.

#### *School Improvement Partnership*

Developments are ongoing amongst Head Teachers to work with the Council on the establishment of a borough-wide School Improvement Partnership, creating mutual challenge, the sharing of good practice and expertise, and the development of common approaches to, for example, behaviour and exclusion.

### *School Estate Improvements*

Investment and opportunities to further improve the school estate are underway, that have already seen more than £100m invested in school facilities. The potential Academy offers opportunities to create state of the art learning facilities within one of the more disadvantaged parts of town, and to provide a base for the Improvement partnership detailed above.

### *Emerging Model for area based working*

The cluster model outlined above has been developed in tandem with the area based model of, for example, Street Scene and neighbourhood policing. There is great potential for synergy by linking development on these issues (described in the Safer Stronger Communities block) through the LAA.

The cluster model offers greatest potential to eliminate duplication e.g. in the provision of Safer Schools and Healthy Schools initiatives.

### *Early Intervention*

Cluster plans and the Children's Services changes programme have identified the need for swift and easy referral to early intervention services delivered in a universal setting as a key priority. Our LAA proposal is the means of making this happen at the earliest opportunity.

### **What the LAA will enable us to do differently**

There are three main actions in our LAA:

- **the establishment of multi-disciplinary teams who will develop detailed knowledge of local schools, communities, children, their extended families and social support networks.** The teams will be co-located (either physically or virtually) on the school cluster model. School based early intervention staff (those with a pastoral role) will be empowered to identify and work with children, and families to provide an early intervention package. They will also develop teaching and other school staff to identify and deliver appropriate forms of support. Where more intensive support is required the early intervention staff will refer children through to cluster teams and act as an interface to secure integration back into full time education through 'lead professional' protocols, a bespoke early intervention package, based on sound shared intelligence will be brokered. Wherever possible, such intervention packages will be delivered within schools or in a community setting. It is essential to point out at this stage that the success of such an approach relies on the deployment of other key services set out in the other blocks of the LAA e.g. wardens, PCSOs, school nurses etc.

- **delivery of a range of specific projects and initiatives that will enable the multi-agency team to deliver its objectives. The extended school clusters have identified projects that are hampered simply by the level of funding.** Examples of such projects include:
  - curriculum and resource sharing across clusters using ICT;
  - using sport and art activities coordinated across individual clusters to improve access to positive activities both in and out of school;
  - development of ‘healthy leisure time’ activities and taster sessions, for example, programmes to avoid the need for children to leave school at lunchtime;
  - creating outdoor learning environments for Foundation Stage Pupils including awareness of the natural environment;
  - creating transition packages that support children emotionally and socially as they move from primary to secondary schools;
  - developing positive attitudes to healthy eating;
  - enhancing speaking and listening skills across clusters.
  
- **developing intensive family learning** with the aim of raising aspirations for families most in need, this also has clear linkages to the economy LAA block. This will be an expensive service since it entails 1:1 tutor time in homes and as such is targeted at the 3% most deprived communities. A freedom and flexibility is requested therefore to use neighbourhood SSCF for this purpose.



## Resources

The funding requirements of the LAA actions are presented in the table below. Indication is also given as to from which funding streams these resources are expected to be provided.

LAA Action	Cost (£'000)				Funding Stream
	06/07	07/08	08/09	Total	
Establishment of multi disciplinary team for each cluster	150	150	150	450	400k LPSA Pump Priming Grant 50k YOS Prevention Fund
Develop cluster based initiatives	302	302	*	604	604k extended school funding
Develop family based learning intensive support	30	30	30	90	90k SSCF neighbourhood funding
<b>TOTAL</b>	<b>480</b>	<b>480</b>	<b>480</b>	<b>1144</b>	<b>1144</b>

\* Allocation to be confirmed

## Freedoms and Flexibilities

Freedom and flexibility is requested to:

- use SSCF (neighbourhood funding) to target family based leaning at the most deprived wards;

## How progress is to be measured (full tabulation at Appendix 1)

Ref	Performance Indicators or measures	Baseline (Summer 2005)	Targets to be achieved (by 2009)
1.1.1a	Percentage of pupils achieving Level 2B+ at Key Stage 1 in Reading (Local PI: ED118a)	75.9%	80%
1.1.1b	Percentage of pupils achieving Level 2B+ at Key Stage 1 in Writing (Local PI: ED118b)	66.7%	71%
1.1.1c	Percentage of pupils achieving Level 2B+ at Key Stage 1 in Mathematics (Local PI: ED118c)	76.6%	81%
1.1.1d	Percentage of pupils achieving Level 2B+ at Key Stage 1 in Science (Local PI: ED118d)	89.1%	91%
1.1.2a	Percentage of pupils achieving level 4 or above in Key Stage 2 – Mathematics (BV40)	76.9%	88%
1.1.2b	Percentage of pupils achieving level 4 or above in Key Stage 2 – English (BV41)	78.8%	86%

<b>Ref</b>	<b>Performance Indicators or measures</b>	<b>Baseline (Summer 2005)</b>	<b>Targets to be achieved (by 2009)</b>
1.1.3a <b>[LPSA]</b>	Percentage of 14 year old pupils in schools maintained by LEA achieving at least level 5 or above in Key Stage 3 - English (BV181a)	72.6%	Without Stretch: 77% With Stretch: 80%
1.1.3b <b>[LPSA]</b>	Percentage of 14 year old pupils in schools maintained by LEA achieving at least level 5 or above in Key Stage 3 – Maths (BV181b)	72.8%	Without Stretch: 76% With Stretch: 80%
1.1.3c <b>[LPSA]</b>	Percentage of 14 year old pupils in schools maintained by LEA achieving at least level 5 or above in Key Stage 3 – Science (BV181c)	67.4%	Without Stretch: 75% With Stretch: 78%
1.1.4	Percentage of pupils achieving 5 or more A*-C grade GCSEs or equivalent (BV38)	56.6%	60%
1.1.5 <b>[LPSA]</b>	Percentage of pupils (sitting examinations) leaving school without any qualifications (Local PI)	4.4%	Without Stretch: 3.15% With Stretch: 2.9%
1.2.1a <b>[LPSA]</b>	Percentage of half days missed due to all absence in Secondary Schools maintained by the authority (BV45)	9.3%	Without Stretch: 8.16% With Stretch: 7.8%
1.2.1b <b>[LPSA]</b>	Percentage of half days missed due to all absence in primary schools maintained by the authority (BV46)	6.1%	Without Stretch: 5.15% With Stretch: 4.9%
1.2.2a <b>[LPSA]</b>	Number of fixed term exclusions (Local PI)	317	Without Stretch: 290 With Stretch: 285
1.2.2b <b>[LPSA]</b>	Number of permanent exclusions (Local PI)	34	Without Stretch: 20 With Stretch: 18

**LPSA targets:**

Considering the technical criteria for effective selection of an LPSA target, the targets highlighted above have been selected for the LPSA component of our LAA. A detailed template for each can found at Appendix 2.

## LAA Block 2 – Safer and Stronger Communities

### Outcomes

The outcomes we are seeking in this block are:

- reduction of crime and fear of crime (young people are disproportionately the victims of crime but paradoxically, are also most feared by adults as likely perpetrators of crime);
- increasing the capacity of local communities, including young people, to empower them in local decision-making;
- cleaner, safer, greener public places that foster community well being and cohesion;
- improved quality of life for people in the most deprived neighbourhoods;
- increased numbers of children and young people who are positively engaged in their free time – achieving personal and social development.

### Issues to be addressed

Discussions amongst partners and analysis of trends identified the following issues to be addressed by our LAA in order to achieve the outcomes listed above:

- **lack of real time data and analysis** – despite a very mature community safety partnership which has been committed to sharing intelligence and engaging in joint tasking and co-ordinating, partners have been frustrated by the availability of real time data and analysis to support problem solving approaches. There is consensus that investment in good quality data and analysis is vital if the outcomes in relation to reduction of crime and fear of crime are to be met;
- **limited resources at neighbourhood level.** Council and CDRP have invested in community wardens who have been very effective, but in the absence of supplementary funding streams are restricted in terms of the opportunities for deployment.
- **ASB** – and the perception that the biggest problem, according to resident surveys is caused by ‘teenagers hanging around on the streets’ and ‘rubbish and litter’. This perception is exacerbated by the fact that current youth service provision is judged to need significant improvement.
- **Community cohesion** – some of the concerns regarding ASB have their roots in a lack of tolerance between generations. There are also strong concerns amongst partners that Darlington currently lacks the infrastructure to support e.g. volunteering and a joined up approach to the consultation and engagement of young people.

## **Successes to be built on**

The LAA will seek to learn from and build on emerging developments/strengths within Darlington.

### *A Beacon Community Safety Partnership*

Darlington's CDRP received beacon status in YEAR. The culture of partnership working is mature: there are co-located Police, YOS, DAAT, and CDRP teams, examples of pooled budgets and a track record of success over many years. The foundations are therefore in place and the time is right to take partnership working to a new level through the development of an intelligence-led approach. Although there is catching up to do on the data and ICT side of community safety, in relation to other areas, the partnership is confident of making rapid progress with the aid of the external funding that SSCF represents.

### *Street Scene*

The authority has developed an innovative approach to the delivery of Street Scene services. This will entail generic working on an area basis. There are 5 geographical areas, coinciding with the 5 school clusters referred to in the previous block. Neighbourhood policing is also being developed to these boundaries. The main improvements that the new way of working will facilitate over the current methods are:

- more direct and sustainable linkages with communities on the things that matter in neighbourhoods;
- generic working to react flexibly to customer needs
- empowerment of teams to make decisions as close to the ground as possible to speed up response times and effective deployment of resources.

A strength of the LAA approach is that it will enable this neighbourhood based approach to be developed holistically so that extended school strategies, community safety, youth service provision and Street Scene can all be taken forward together. The LSP and the local authority can learn from this approach to benefit other services in the future. Experience of the Street Scene review also suggests that removal of duplication (in the case of the LAA between agencies) can release efficiencies which will contribute to the sustainability of the LAA beyond 3 years. In effect this represents partnership Gershon efficiencies.

### *Youth Provision*

Following an unsatisfactory inspection of the youth service, the authority invested an additional £350k per annum in the youth service, and delivery of its improvement action plan. This enables the service to provide capacity within each cluster area. In a similar approach to that outlined for other services, the direction is to provide greater outreach provision and a sustainable resource to other multi-agency teams.

### *Westside Initiative*

An example of the type of initiative that the LAA will enable us to build on is the success of the Westside initiative. In response to community need in Branksome, extremely popular discos were set up attracting 200-300 young people. Anecdotal evidence and perception tracking in Branksome is that the initiative has been successful in addressing antisocial behaviour. However, the data problems outlined above do not make it easy to track detailed impact. Despite its popularity, this type of initiative is difficult to make sustainable because of its reliance on services which have historically lacked capacity such as the youth service. All partners see the potential to make this type of initiative sustainable and to link them to the community needs arising from school based clusters and intelligence. More opportunities could be grasped with the client group attracted if agencies were assured that the initiative will continue. This is also a very practical example of where a sustainable pool of volunteers could help partners to deliver whilst at the same time building community cohesion.

### **What the LAA will enable us to do differently**

There are five main actions in our LAA to enable us to deliver the outcomes for safer and stronger communities. These are inter-linked and will focus most attention on the most deprived neighbourhoods.

### ***Development of an Intelligence-led approach to crime and anti-social behaviour***

As explained above, there is a real opportunity in Darlington to equip a high performing partnership with the tools it needs to identify and plan joined up responses to crime and anti-social behaviour. As a consequence of the common objective of enhancing evidence based practice that runs throughout the LAA, there is the further benefit of ensuring that the tools, techniques and analysis developed will inform activity delivered under other blocks of the LAA e.g. Street Scene, school clusters etc.

The main areas of activity will be to:

- procure the relevant ICT systems for deployment to PCSOs, generic Street Scene staff, wardens etc. to enable real time case handling;
- link to and improve existing GIS overlays;
- commission project management expertise to ensure that we learn from the leaders in this field and implement quick wins;
- employ an analyst to feed the area based teams the information they require to respond appropriately, and which support area problem solving.

### ***Enhancing our response to crime and ASB***

Darlington has seen the benefits of a dedicated response to low level ASB which is of primary concern to residents. The move to area based working and overall responses will be enhanced by the additional deployment of wardens and PCSOs.

At the same time, the partnership is aware that it has a number of service gaps, in particular in respect of domestic violence and the ability to move quickly to respond

to emerging crime “hot spots” through tailored campaigns e.g. target hardening for burglary etc. The LAA will therefore aim to plug these gaps, again enhancing our ability to meet the identified challenging high level outcomes.

### ***Flexibility to respond to emerging problems***

Once the facility to adopt intelligence led planning is in place, it is obviously vital that there is sufficient capacity in place to respond appropriately. The partnership have invested in PCSOs and uniformed wardens over recent years, incrementally working to mainstream this investment. Throughout this LAA submission, greater area based working has been a consistent theme. The LSP is ensuring that school based clusters, Street Scene environment teams and neighbourhood policing are developing in unison. To do this effectively, it is recognised that there is a need to supplement current mainstreamed provision of PCSOs and wardens.

### ***Active citizenship - Enhancing the engagement of children and young people***

The overall vision of our LAA recognises the need to broaden horizons for young people and increase the range of opportunities that there are to build confidence and self esteem e.g. through sport and art. This clearly overlaps considerably with the cluster model introduced in block 1. In a small authority, it is essential that we do not duplicate effort and therefore we intend to develop a joined up approach to consultation and engagement of children and young people through the restructured youth service. Recognition of this within the LAA will raise the profile of this work amongst all partners and improve its long term sustainability.

The survey data we have proves that community involvement in the development of youth activities will be a major contributing factor to community cohesion in the borough. For example, the top priority for improvement in the borough in the eyes of residents was to improve activities for teenagers. At the same time, it is recognised that consultation with young people over recent years has not been effective. This aspect of the LAA will help us improve that position. Key actions are:

- to ensure that investment in the youth service is supported by and supports cluster development, intelligence-led problem-solving and Street Scene activities;
- to build on the success of the Westside initiative by making sustainable resource available to respond to community consultation priorities. It is envisaged that these will focus primarily on the most deprived areas;
- to develop a framework for consultation and involvement which builds community intelligence on need, provision and outcomes. It is envisaged that this will have 3 strands:
  - service specific: that individual services, agencies, and providers sign up to a model of young people’s active involvement to ensure that this involvement permeates all aspects of that service;
  - borough wide: the creation of mechanisms and a body which means that the voice of young people is able to be articulated and

- that it is present at the key over-arching decision-making bodies within the borough;
- inter-agency support: this would entail representatives from key delivery agencies across the borough coming together to sign up to the model of youth participation as outlined and to develop a youth participation strategy to facilitate this.
- to pump prime the development of a play strategy, enabling the partnership to secure Big Lottery funding e.g. for play-workers. Development of the strategy will also seek to establish private sector sponsorship of play-workers.
  - to develop youth leisure activities. There is currently a Community Sports and Physical Activity Network Officer in place and through the LAA we would seek to develop a sports and leisure youth offer which takes into account current provision by all sectors and suggests how this could be improved. In particular it is felt that there is significant mileage to be secured from enhanced partnerships with the wealth of private sports clubs within the borough, especially in enhancing opportunities to participate in a range of sports for young people in more disadvantaged areas.

### ***Increasing community capacity through volunteering***

There are two reasons why the development of volunteering offers significant opportunities to the delivery of the LAA. Firstly because of the contribution that it can make to developing active citizenship amongst young people, and in building community cohesion. Secondly, because for a borough like Darlington that fails to qualify for most of the deprivation linked Government funding programmes, there is an increased need to maximise financially sustainable strategies to deliver neighbourhood renewal.

At present, the potential for volunteering to provide a sustainable resource, for example, to ‘Westside’ type initiatives, projects developed through the cluster model e.g. mentors, homework clubs etc. is largely untapped.

At its simplest we need a framework for identifying and developing volunteering ‘vacancies’ and a ‘recruitment’ mechanism to match volunteers to these opportunities. The potential and range of initiatives is unlimited from friends of parks to school governors. A key part of this scheme would be the active participation of major employers in the town – across all sectors. Linkage of volunteering experience to individual development needs could be a major win-win opportunity.

A second strand of the scheme would be to work to target the use of volunteers in those areas that are particularly disadvantaged and lack therefore capacity to support young people and families.

In terms of meeting some of the tolerance issues identified above, it is important that the opportunity to develop inter-generational initiatives is grasped. As part of the LAA, it is also intended to ensure that the CVS capacity is enhanced to deliver future initiatives.

### *Increasing community capacity through Street Scene*

Timing of the implementation of Street Scene area based working and the LAA offers the opportunity to ensure that work to improve the 'cleaner, greener, safer' elements of the LAA actually builds community capacity. We intend to do this through the following actions:

- empowering communities to take pride in their streets through developing street champions;
- building on the youth volunteering project to develop 'young caretakers'. Groundwork, which is about to work in Darlington for the first time is an appropriate delivery vehicle for this work.
- Street Scene is based on more frequent and effective dialogue with local residents. SSCF funding will enable us to develop incentives for people to get involved in service improvement. As Street Scene rolls out, we would expect such engagement to become sustained.
- Darlington has a wealth of parks and open spaces, many of which unfortunately suffer from anti social behaviour, or from fear of crime. There have been good examples e.g. South Park and Northgate Park where strong community involvement combined with physical improvements has led to greater usage and increased feelings of safety. We would seek to extend this approach into other areas through the LAA.



## Resources

The funding requirements of the LAA actions are presented in the table below. Indication is also given as to from which funding stream these resources are expected to be provided.

LAA Action	Cost (£'000)				Funding Stream
	06/07	07/08	08/09	Total	
Development of intelligence-led approach to crime and ASB					
<ul style="list-style-type: none"> <li>• Crime analyst</li> <li>• GIS</li> <li>• ICT</li> <li>• Development</li> </ul>	40	40	40	120	94 SSCF (n/e)
	50	--	--	50	376 SSCF
	100	25	25	150	
	150			150	
<b>Sub Total</b>	<b>340</b>	<b>65</b>	<b>65</b>	<b>470</b>	470
Enhancing our response to crime and ASB					
<ul style="list-style-type: none"> <li>• Wardens</li> <li>• PCSOs</li> <li>• Campaigns</li> <li>• Domestic Violence</li> </ul>	50	50	50	150	100 BCU
	200	200	200	600	400 Home Office
	30	30	30	90	50 LPSA
	100	50	50	200	150 DBC/PCT
					340 SSCF (n/e)
<b>Sub Total</b>	<b>380</b>	<b>330</b>	<b>330</b>	<b>1040</b>	1040
Increasing uptake of sport and recreation					
<ul style="list-style-type: none"> <li>• Outreach youth workers</li> <li>• Sustainable 'Westside'</li> <li>• Joined up consultation and engagement</li> <li>• Play-strategy and workers</li> <li>• Developing youth leisure activities</li> </ul>	350	350	350	1050	1050 Youth Service
	50	50	50	150	250 Big Lottery
	30	30	30	90	90 Sport England
	25	125	125	275	290 SSCF (n/e)
	55	30	30	115	
<b>Sub Total</b>	<b>510</b>	<b>585</b>	<b>585</b>	<b>1680</b>	1680
Increasing community capacity through volunteering					
<ul style="list-style-type: none"> <li>• CVS capacity building</li> <li>• Pilot volunteering opportunities</li> </ul>	25	25	25	75	225 SSCF (n/e)
	50	50	50	150	
<b>Sub Total</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>225</b>	225

LAA Action	Cost (£'000)				Funding Stream
	06/07	07/08	08/09	Total	
Increasing community capacity through Street Scene					
<ul style="list-style-type: none"> <li>• Pride in your Street/Street champions</li> <li>• Young caretakers</li> <li>• Area based community engagement</li> <li>• Parks for all</li> </ul>	100	100	100	300	90 DBC 150 SSCF (n/e) 1710 SSCF 50 LPSA
	150	150	150	450	
	300	300	--	600	
	200	200	200	600	
<b>Sub Total</b>	<b>750</b>	<b>750</b>	<b>450</b>	<b>1950</b>	1950
<b>TOTAL</b>	<b>2055</b>	<b>1805</b>	<b>1505</b>	<b>5365</b>	5365

### Freedom and Flexibilities

Freedom and flexibility is requested to:

- use SSCF capital as revenue (QUANTIFY)
- spend part of SSCF allocated in 07/08 in 08/09 (QUANTIFY)

**How progress is to be measured (full tabulation at Appendix 1)**

<b>Ref</b>	<b>Performance Indicators or measures</b>	<b>Baseline (2004/05) Unless indicated otherwise</b>	<b>Targets to be achieved (by 2009)</b>
2.1.1	Percentage of people who say they feel safe walking outside in their area alone in the dark (QoL15a)	48.3%	50%
2.1.2	Percentage of people who say they feel safe walking outside in their area alone during the day (QoL15b)	93.3%	95%
2.1.3	British Crime Survey – Reductions in comparator crime between 2004/05 and 2008/09	2004/05 = 100%	21.4% reduction
2.1.4	Overall provision and effectiveness of local authority services that help victims of domestic violence and prevent further domestic violence (BV225)	New PI	Full compliance against checklist
2.1.5	Reduction in the percentage of repeat victims of domestic violence (CS177)	35%	30%
2.1.6 [LPSA]	Number of incidents of Anti-Social Behaviour (ASB) involving young people reported to police	3,325 incidents in 2003/04	Without Stretch: 2,993 incidents, a 10% reduction With Stretch: 2,826 incidents, a 15% reduction
2.1.7 [LPSA]	Number of first time entrants into the Youth Justice System	311 in 2004/05	Without Stretch: 2% reduction on baseline (i.e. to 287) With Stretch: 4% reduction on baseline (i.e. to 269)
2.2.1	Proportion of residents who feel able to influence decisions affecting the local area (QoL23a)	33.1%	37%
2.2.2	Proportion of residents who feel that by working together people can influence decisions that affect their neighbourhood (QoL23b)	54.5%	65%

<b>Ref</b>	<b>Performance Indicators or measures</b>	<b>Baseline (2004/05) Unless indicated otherwise</b>	<b>Targets to be achieved (by 2009)</b>
2.2.3	Proportion of residents who say that people from different backgrounds get on well in their area (QoL25)	63.8%	70%
2.3.1a [LPSA]	Residents satisfaction with Parks and Open Spaces (BV199e)	65.9% 2003 BVPI Survey	Without Stretch: 72% With Stretch: 76%
2.3.1b [LPSA]	Percentage of relevant land which has significant or heavy deposits of litter or detritus (categories below B under BV199)	19%	Without Stretch: 15% With Stretch: 10%
2.4.1	Proportion of residents satisfied with their neighbourhood as a place to live	76.7%	80%
2.4.2	Proportion of residents who feel their neighbourhood has got better in the last two years	9.8%	14%
2.5.1 [LPSA]	Percentage of school children (5 –16 year olds) who spend a minimum of two hours each week on high quality PE and school sport within and beyond the curriculum	65%	Without Stretch: 85% With Stretch: 88%
2.5.2	Percentage of residents very or fairly satisfied with Children's play areas (CS26)	35%	53%
2.5.3	Numbers of children participating in activities at Eastbourne Sports Complex (CS17aii)	3,769	10,500
2.5.4	Numbers of juniors participating in swimming at the Dolphin Centre (CS17cii)	96,980	100,000

### **LPSA targets**

Considering the technical criteria for effective selection of an LPSA target, the targets highlighted above have been selected for the LPSA component of our LAA. A detailed template for each can found at Appendix 2.

## **LAA Block 3 – Healthier Communities**

### **Outcomes**

The outcomes we are seeking in this block are:

- improving behaviour and promoting the mental health of children and young people;
- halting and reducing the increase in childhood obesity;
- promoting positive sexual health and reducing teenage pregnancy;
- reducing young people's drug, alcohol and tobacco use.

### **Issues to be addressed**

Discussions during the development of the LAA identified similar issues concerning the health needs of children and young people in Darlington to those already identified in the preceding blocks namely:

- **problems of transition** – in the case of health it was noted that strong involvement of health personnel in early years for example amongst health visitors and through Sure Start was not easy to maintain once a child started school. Similarly many potential health risks e.g. concerning obesity, likelihood to take up smoking etc were identified in the transition years from primary to secondary schools;
- **the need for early intervention** was also thought to be an issue. It was also noted that mental health problems may not be picked up and inappropriate means of dealing with perceived behavioural problems may actually exacerbate the underlying problem;
- **the need to effect cultural change** in schools and families to achieve lifestyle changes. Seeing health issues in 'boxes' and efforts/initiatives like Healthy Schools standards in isolation was not thought to be advantageous. There is a danger that schools will suffer from initiative overload if the health aspect of the LAA is not developed and implemented effectively.

In additions, there may be weaknesses in the capacity of health professionals, such as school nurses, or speech and language therapists, to deliver enhanced services.

### **Successes to be built on**

The LAA will seek to learn from and build on existing good practice in Darlington.

#### *Sure Start/Children's Centre*

Once the current round of children's centres is complete, there will be at least one Children's Centre in each cluster area. In the most deprived area, Maidendale House is operating a successful Children's Centre. In developing a joined up approach to health advice and services for older age groups, the LAA will seek to learn from and build on the existing facilities. Therefore the concentration will be on service development not physical build.

### *Darlington – a breastfeeding friendly town*

As one of two national breastfeeding pilots, the Health and Social Affairs Scrutiny Committee has recently developed an action plan to address Darlington's low levels of breastfeeding initiation. The resulting action plan contained a range of different actions from addressing the perceptions of breastfeeding amongst employers and retailers to training and changing the practices of midwives and health visitors. The need to take a similarly holistic view of improving the health of children and young people has been recognised.

### *Healthy Schools Status*

Darlington is making very good progress on meeting the current healthy schools standard. However, it is recognised locally that the health outcomes of young people are among the worst in the country. There is therefore the appetite and ambition to 'stretch' our performance by developing local targets that are more demanding in respect of attitudes towards bullying in schools, emotional and mental health etc.

### **What the LAA will enable us to do differently**

There are two main actions in our LAA:

- **Mainstreaming effective health support within clusters** – this entails rectifying the shortfall of health professionals e.g. school nurses working in schools. Currently there are six school nurses all of whom are enthusiastic about broadening the service to take a more holistic approach to healthcare problems, however there is not the capacity currently to serve all clusters effectively. In addition they currently work only during school hours and there is only minimal cover for children and young people in the EOTAS service. There is a similar gap in services for young people between the ages of 16-19. The LAA will enable the PCT with partners to develop a local, stretched standard for healthy schools in response to the needs identified by the cluster plans. The focus must be on effecting cultural change so that the health provision could be reviewed again at the end of the LAA period. As outlined in the covering explanation there is the opportunity to link the concept of Safer Schools and Healthy Schools to minimise duplication and maximise the potential of early intervention.
- **Piloting a healthy eating initiative in schools in Eastbourne and Maidendale House** – this project would build on the successes of introducing fruit and vegetable co-operatives in other parts of the country. Linkages with breastfeeding initiatives through Sure Start are possible through a healthier approach to weaning. Successful schemes elsewhere have used Sure Start centres and primary schools as pick up points for affordable, fresh, where possible, locally produced fruit and vegetables. There is therefore the opportunity to influence families, and through schools, the eating habits of young people. This is essential to effect any sustainable change. Darlington Borough Council is participating in a DEFRA pilot to explore sustainable food procurement within its school catering service.

This will be assessed in relation to the healthy eating project as part of the LAA.

### Resources

The funding requirements of the LAA actions are presented in the table below. Indication is also given as to from which funding stream these resources are expected to be provided.

LAA Action	Cost (£'000)				Funding Stream
	06/07	07/08	08/09	Total	
	£	£	£	£	
Mainstreaming effective health support in all school clusters and stretching the delivery of the HSS	195	202	209	606	101 LDP 100 Children's Centres
Piloting a healthy eating initiative	50	50	50	150	400 LPSA 155 SCSF (n/e)
<b>TOTAL</b>	<b>245</b>	<b>252</b>	<b>259</b>	<b>756</b>	756

### Freedom and Flexibilities

Freedom and flexibility is requested to:

- use SSCF (neighbourhood element) to target the healthy eating pilot and intensive support at the most deprived wards;
- use of Children's Centres capital funding to support revenue spend.

**How progress is to be measured (full tabulation at Appendix 1)**

<b>Ref</b>	<b>Performance Indicators or measures</b>	<b>Baseline (2004/05) Unless indicated otherwise</b>	<b>Targets to be achieved (by 2009)</b>
3.1.1 <b>[LPSA]</b>	The percentage of children looked after 4+ years who were in foster placements for 2+ years (PAF D35). Stability of looked after children	44.4%	Without Stretch: 50% With Stretch: 55%
3.1.2	Effective accessibility to comprehensive CAMHS Service	<100%	100%
3.2.1a <b>[LPSA]</b>	Percentage of women who initiate breastfeeding following birth	50%	Without Stretch: 56% With Stretch: 60%
3.2.1b <b>[LPSA]</b>	Percentage of women breastfeeding at 8 weeks	22%	Without Stretch: 26% With Stretch: 30%
3.2.1c <b>[LPSA]</b>	Percentage of women breastfeeding at 26 weeks	18%	Without Stretch: 22% With Stretch: 25%
3.2.2	Incidence of obesity among children at age 5 (yr1) and age 11 (yr6) based on BMI and other measurements	To be established 2006/07	Halt the year on year rise in obesity in under 11s by 2010
3.3.1	Change in the number of conceptions to females under 18 per 1,000 females aged 15-17 compared to 1998 baseline (BV197)	1998	Maintain current performance and deliver national target
3.3.2	Access to GUM services within 48 hrs	17%	100%
3.4.1a <b>[LPSA]</b>	Percentage of women known to be smoking at time of birth	25%	Without Stretch: 19.5% With Stretch: 17.5%



<b>Ref</b>	<b>Performance Indicators or measures</b>	<b>Baseline (2004/05) Unless indicated otherwise</b>	<b>Targets to be achieved (by 2009)</b>
3.4.1b <b>[LPSA]</b>	Percentage of pregnant women smokers seen by specialist 'stop smoking services'	16%	Without Stretch: 25% With Stretch: 40%
3.4.2	All schools to have a drug and alcohol policy and to be delivering related education	--	32 schools (82%)
3.4.3	Increase number of drug users in treatment	--	650
3.4.4	Year on year increase in direct Stop Smoking Service delivery in local schools	--	32 schools (82%)

**LPSA targets:**

Considering the technical criteria for effective selection of an LPSA target, the targets highlighted above have been selected for the LPSA component of our LAA. A detailed template for each can found at Appendix 2.

## **LAA Block 4 – Economic Development and Enterprise**

### **Outcomes**

**The outcomes we are seeking to address in the block are:**

- young people who are equipped for working life
- a significant reduction in the numbers of young people who are not in education, training or employment.

### **Issues to be addressed**

Discussions amongst partners and analysis of trends identified the following issues to be addressed by our LAA in order to achieve the outcomes listed above:

- **Darlington currently has a disproportionately large number of young people who are not in education, training and employment.** There are many plausible factors causing this, from a continuation of low aspirations that depress school level attainment to lack of support to those young people from the most deprived areas, whom evidence suggests are most likely to drop out of college courses.
- **14-19 offer** – the range of choice and opportunities across the full academic and vocational spectrum needs to be further developed, with greater personalised support to young people to identify and be supported in determining the most suitable pathway for them.
- **business links** – discussion with partners suggests that there is significant scope to build on limited and rather ad hoc engagement of business with schools and education in the borough.

### **Successes to be built on**

The LAA will seek to learn from and build on current successes and developments:

- **quality higher education provision** – Darlington College of Technology and Queen Elizabeth Sixth Form College have excellent reputations for their continued high level performance over many years. The former is in the process of moving to a purpose built state of the art facility. This provides an excellent infrastructure for development of 14-19 provision; Both Principals are active players within the LSP.
- **private sector interest** – the major private (and public) sector employers in Darlington have expressed interest in developing planned and sustained contact between their businesses and young people in Darlington.

## What the LAA will enable us to do differently

There are three main actions in our LAA:

- **business mentors** – using the volunteering infrastructure referred to under block 2 develop the mechanism for linking businesses and public sector volunteers to young people identified in individual clusters. Businesses to cover the cost of CRB checks etc.
- **Street Scene apprenticeships** – the shift in service delivery mechanisms described under block 2 necessitate the development of a new, empowered workforce. It is thought that this offers a new career path from generic operative to leader to middle management for appropriately skilled and capable employees. The current workforce is heavily weighted towards higher age groups and the potential appears to exist to link the ‘selling’ of new opportunities that may arise during the lifetime of the LAA to promotional and development work within the most deprived communities;
- **support for vocational training** - additional professional mentoring support is proposed to assist young people to complete vocational studies and hence be better able to compete for employment opportunities. By targeting this assistance at those living in the most deprived wards, the intention is to reduce the equality gap that currently exists between the most deprived and least deprived wards.

## Resources

The funding requirements of the LAA actions are presented in the table below. Indication is also given as to from which funding stream these resources are expected to be provided:

LAA Action	Cost				Funding Stream
	06/07	07/08	08/09	Total	
	£	£	£	£	
Business mentors	0	0	0	0	(Volunteers)
Street Scene apprenticeships	50	50	50	150	50 LPSA
Support for vocational training	30	30	30	90	College/LSC * 240
<b>TOTAL</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>240</b>	<b>50</b>

## Freedoms and Flexibilities

None

**How progress is to be measured (full tabulation at Appendix 1)**

<b>Ref</b>	<b>Performance Indicators or measures</b>	<b>Baseline (2004/05) Unless indicated otherwise</b>	<b>Targets to be achieved (by 2009)</b>
4.1.1	Percentage of children (under 16) that live in households that are income deprived (new QoL17)	Aug 2004	To reduce the gap between national and local rate
4.1.2	Percentage of the population of working age that is claiming key benefits	Aug 2004	To reduce the gap between national and local rate
4.1.3	Percentage of 16-18 year olds in structured learning	80%	89%
4.2.1 [LPSA]	Proportion of 16-18 year olds (NEET) not in education, employment or training	8.4%	Without Stretch: 7.5% With Stretch: 6.2%
4.2.2	Claimant unemployment rate – percentage of 18-24 year olds who are unemployed	Nov 2005	Maintain positive gap between national and local rate

**LPSA targets:**

Considering the technical criteria for effective selection of an LPSA target, the targets highlighted above have been selected for the LPSA component of our LAA. A detailed template for each can found at Appendix 2.

## LAA Block 1 - Children and Young People

Local outcome – Improved attainment in primary and secondary schools							
Ref	Performance Indicators or measures	Baseline Summer 2005	Targets to be achieved (by 2009)	Annual Target Milestones (Summer)			Partnership/ agency responsible for outcome delivery
				2007	2008	2009	
1.1.1a	Percentage of pupils achieving Level 2B+ at Key Stage 1 in Reading (Local PI: ED118a)	New	80%	75%	78%	80%	Learning Partnership/ Children’s Services DBC
1.1.1b	Percentage of pupils achieving Level 2B+ at Key Stage 1 in Writing (Local PI: ED118b)	New	71%	65%	68%	71%	
1.1.1c	Percentage of pupils achieving Level 2B+ at Key Stage 1 in Mathematics (Local PI: ED118c)	New	81%	77%	79%	81%	
1.1.1d	Percentage of pupils achieving Level 2B+ at Key Stage 1 in Science (Local PI: ED118d)	New	91%	91%	92%	91%	
1.1.2a	Percentage of pupils achieving level 4 or above in Key Stage 2 – Mathematics (BV40)	74.8%	88%	84%	87%	88%	
1.1.2b	Percentage of pupils achieving level 4 or above in Key Stage 2 – English (BV41)	78.2%	86%	84%	85%	86%	
1.1.3a [LPSA]	Percentage of 14 year old pupils in schools maintained by LEA achieving at least level 5 or above in Key Stage 3 - English (BV181a)	72.6%	Without Stretch: 77% With Stretch: 80%	74%	75%	77%	
1.1.3b [LPSA]	Percentage of 14 year old pupils in schools maintained by LEA achieving at least level 5 or above in Key Stage 3 – Maths (BV181b)	72.8%	Without Stretch: 76% With Stretch: 80%	76%	76%	76%	
1.1.3c [LPSA]	Percentage of 14 year old pupils in schools maintained by LEA achieving at least level 5 or above in Key Stage 3 – Science (BV181c)	67.4%	Without Stretch: 75% With Stretch: 78%	72%	76%	78%	

<b>Local outcome – Improved attainment in primary and secondary schools</b>							
<b>Ref</b>	<b>Performance Indicators or measures</b>	<b>Baseline Summer 2005</b>	<b>Targets to be achieved (by 2009)</b>	<b>Annual Target Milestones (Summer)</b>			<b>Partnership/ agency responsible for outcome delivery</b>
				<b>2007</b>	<b>2008</b>	<b>2009</b>	
1.1.4	Percentage of pupils achieving 5 or more A*-C grade GCSEs or equivalent (BV38)	56.6%	60%	58%	59%	60%	Learning Partnership/ Children's Services DBC
1.1.5 [LPSA]	Percentage of pupils leaving school without any qualifications (Local PI)	4.4%	Without Stretch: 3.15% With Stretch: 2.9%	3.9%	3.4%	2.9%	

<b>Local outcome – More children and young people who are attending and enjoying school</b>							
<b>Ref</b>	<b>Performance Indicators or measures</b>	<b>Baseline Summer 2005</b>	<b>Targets to be achieved (by 2009)</b>	<b>Annual Target Milestones (Summer)</b>			<b>Partnership/ agency responsible for outcome delivery</b>
				<b>2007</b>	<b>2008</b>	<b>2009</b>	
1.2.1a [LPSA]	Percentage of half days missed due to all absence in Secondary Schools maintained by the authority (BV45)	9.3%	Without Stretch: 8.16% With Stretch: 7.8%	8.46%	8.13%	7.8%	Learning Partnership/ Children's Services DBC
1.2.1b [LPSA]	Percentage of half days missed due to all absence in primary schools maintained by the authority (BV46)	6.1%	Without Stretch: 5.15% With Stretch: 4.9%	5.37%	5.13%	4.9%	
1.2.2a [LPSA]	Number of fixed term exclusions (Local PI)	317	Without Stretch: 290 With Stretch: 285	307	296	285	
1.2.2b [LPSA]	Number of permanent exclusions (Local PI)	34	Without Stretch: 20 With Stretch: 18	25	20	18	

Local outcome – Increased community access to school resources and schools contributing to wider neighbourhood renewal objectives							
Ref	Performance Indicators or measures	Baseline (2004/05) Unless indicated otherwise	Targets to be achieved (by 2009)	Annual Target Milestones			Partnership/ agency responsible for outcome delivery
				2006/07	2007/08	2008/09	
1.3.1	<i>Local Performance Indicators to be determined</i>						Learning Partnership/ Children's Services DBC



**LAA Block 2 – Safer and Stronger Communities**

<b>Local outcome – Reduction of crime and fear of crime</b>							
<b>Ref</b>	<b>Performance Indicators or measures</b>	<b>Baseline (2004/05)</b> Unless indicated otherwise	<b>Targets to be achieved (by 2009)</b>	<b>Annual Target Milestones</b>			<b>Partnership/ agency responsible for outcome delivery</b>
				<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>	
2.1.1	Percentage of people who say they feel safe walking outside in their area alone in the dark (QoL15a)	48.3%	50%	49%	50%	50%	Crime and Disorder Reduction Partnership
2.1.2	Percentage of people who say they feel safe walking outside in their area alone during the day (QoL15b)	93.3%	95%	94%	95%	95%	
2.1.3	British Crime Survey – Reductions in comparator crime between 2004/05 and 2008/09	2004/05 = 100%	21.4% reduction	97.2%	89.1%	78.6%	
2.1.4	Overall provision and effectiveness of local authority services that help victims of domestic violence and prevent further domestic violence (BV225)	New PI	Full compliance against checklist	50%	75%	100%	
2.1.5	Reduction in the percentage of repeat victims of domestic violence (CS177)	35%	30%	34%	32%	30%	
2.1.6 [LPSA]	Number of incidents of Anti-Social Behaviour (ASB) involving young people reported to police	3,325 incidents in 2003/04	Without Stretch: 2,993 incidents, a 10% reduction With Stretch: 2,826 incidents, a 15% reduction			2826	

<b>Local outcome – Reduction of crime and fear of crime</b>							
<b>Ref</b>	<b>Performance Indicators or measures</b>	<b>Baseline (2004/05)</b> Unless indicated otherwise	<b>Targets to be achieved (by 2009)</b>	<b>Annual Target Milestones</b>			<b>Partnership/ agency responsible for outcome delivery</b>
				<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>	
2.1.7 [LPSA]	Number of first time entrants into the Youth Justice System	311 in 2004/05	Without Stretch: 2% reduction on baseline (i.e. to 287) With Stretch: 4% reduction on baseline (i.e. to 269)	2%	3%	4%	Crime and Disorder Reduction Partnership [Youth Offending Service]

<b>Local outcome – Increasing the capacity of local communities, including young people, to empower them in local decision making</b>							
<b>Ref</b>	<b>Performance Indicators or measures</b>	<b>Baseline (2004/05)</b> Unless indicated otherwise	<b>Targets to be achieved (by 2009)</b>	<b>Annual Target Milestones</b>			<b>Partnership/ agency responsible for outcome delivery</b>
				<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>	
2.2.1	Proportion of residents who feel able to influence decisions affecting the local area (QoL23a)	33.1%	37%	35%	36%	37%	Darlington Partnership DBC
2.2.2	Proportion of residents who feel that by working together people can influence decisions that affect their neighbourhood (QoL23b)	54.5%	65%	60%	62%	65%	
2.2.3	Proportion of residents who say that people from different backgrounds get on well in their area (QoL25)	63.8%	70%	65%	68%	70%	

<b>Local outcome – cleaner, safer, greener public places that foster community well being and cohesion</b>							
<b>Ref</b>	<b>Performance Indicators or measures</b>	<b>Baseline (2004/05)</b> Unless indicated otherwise	<b>Targets to be achieved (by 2009)</b>	<b>Annual Target Milestones</b>			<b>Partnership/ agency responsible for outcome delivery</b>
				<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>	
2.3.1a [LPSA]	Residents satisfaction with Parks and Open Spaces (BV199e)	65.9% 2003 BVPI Survey	Without Stretch: 72% With Stretch: 76%	69%	72%	76%	Darlington Partnership DBC
2.3.1b [LPSA]	Percentage of relevant land which has significant or heavy deposits of litter or detritus (categories below B under BV199)	19%	Without Stretch: 15% With Stretch: 10%	16%	13%	10%	

<b>Local outcome – Improved quality of life for people in the most deprived neighbourhoods</b>							
<b>Ref</b>	<b>Performance Indicators or measures</b>	<b>Baseline (2004/05)</b> Unless indicated otherwise	<b>Targets to be achieved (by 2009)</b>	<b>Annual Target Milestones</b>			<b>Partnership/ agency responsible for outcome delivery</b>
				<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>	
2.4.1	Proportion of residents satisfied with their neighbourhood as a place to live	76.7%	80%	77%	78%	80%	Darlington Partnership DBC
2.4.2	Proportion of residents who feel their neighbourhood has got better in the last two years	9.8%	14%	10%	11%	14%	

<b>Local outcome – Increased numbers of children and young people who are enjoying recreation – achieving personal and social development</b>							
<b>Ref</b>	<b>Performance Indicators or measures</b>	<b>Baseline (2004/05)</b> Unless indicated otherwise	<b>Targets to be achieved (by 2009)</b>	<b>Annual Target Milestones Summer</b>			<b>Partnership/ agency responsible for outcome delivery</b>
				<b>2007</b>	<b>2008</b>	<b>2009</b>	
2.5.1 <b>[LPSA]</b>	Percentage of school children (5 –16 year olds) who spend a minimum of two hours each week on high quality PE and school sport within and beyond the curriculum	65%	Without Stretch: 85% With Stretch: 88%	70%	80%	88%	Leisure Services DBC
2.5.2	Percentage of residents very or fairly satisfied with Children’s play areas (CS26)	35%	53%	45%	50%	53%	
2.5.3	Numbers of children participating in activities at Eastbourne Sports Complex (CS17aii)	3,769	10,500	10,200	10,200	10,500	
2.5.4	Numbers of juniors participating in swimming at the Dolphin Centre (CS17cii)	96,980	100,000	90,000	90,400	100,000	

**LAA Block 3 – Healthier Communities**

<b>Local outcome – Improving behaviour and promoting the mental health of children and young people</b>							
<b>Ref</b>	<b>Performance Indicators or measures</b>	<b>Baseline (2004/05)</b> Unless indicated otherwise	<b>Targets to be achieved (by 2009)</b>	<b>Annual Target Milestones</b>			<b>Partnership/ agency responsible for outcome delivery</b>
				<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>	
3.1.1 <b>[LPSA]</b>	The percentage of children looked after 4+ years who were in foster placements for 2+ years (PAF D35). Stability of looked after children	44.4%	Without Stretch: 50% With Stretch: 55%	48%	52%	55%	Health Improvement and Social Inclusion Group Darlington BC Darlington PCT
3.1.2	Effective accessibility to comprehensive CAMHS Service		100%	100%	100%	100%	

Local outcome – Halting and reducing the increase in childhood obesity							
Ref	Performance Indicators or measures	Baseline (2004/05) Unless indicated otherwise	Targets to be achieved (by 2009)	Annual Target Milestones			Partnership/ agency responsible for outcome delivery
				2006/07	2007/08	2008/09	
3.2.1a [LPSA]	Percentage of women who initiate breastfeeding following birth	50%	Without Stretch: 56% With Stretch: 60%	53%	57%	60%	Health Improvement and Social Inclusion Group Darlington PCT
3.2.1b [LPSA]	Percentage of women breastfeeding at 8 weeks	22%	Without Stretch: 26% With Stretch: 30%	24%	28%	30%	
3.2.1c [LPSA]	Percentage of women breastfeeding at 26 weeks	18%	Without Stretch: 22% With Stretch: 25%	20%	23%	25%	
3.2.2	Incidence of obesity among children at age 5 (yr1) and age 11 (yr6) based on BMI and other measurements	To be established 2006/07	Halt the year on year rise in obesity in under 11s by 2010	To be set	To be set	To be set	



<b>Local outcome – Promoting positive sexual health and reducing teenage pregnancy</b>							
<b>Ref</b>	<b>Performance Indicators or measures</b>	<b>Baseline (2004/05)</b> Unless indicated otherwise	<b>Targets to be achieved (by 2009)</b>	<b>Annual Target Milestones</b>			<b>Partnership/ agency responsible for outcome delivery</b>
				<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>	
3.3.1	Change in the number of conceptions to females under 18 per 1,000 females aged 15-17 compared to 1998 baseline (BV197)	1998	Maintain current performance and deliver national target	-36.6%	-41.2%	-45.8%	HISIG PCT
3.3.2	Access to GUM services within 48 hrs	17%	100%	25%	70%	100%	

<b>Local outcome – Reducing young people’s drug, alcohol and tobacco use</b>							
<b>Ref</b>	<b>Performance Indicators or measures</b>	<b>Baseline (2004/05)</b> Unless indicated otherwise	<b>Targets to be achieved (by 2009)</b>	<b>Annual Target Milestones</b>			<b>Partnership/ agency responsible for outcome delivery</b>
				<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>	
3.4.1a [LPSA]	Percentage of women known to be smoking at time of birth	25%	Without Stretch: 19.5% With Stretch: 17.5%	22%	19%	17.5%	Health Improvement and Social Inclusion Group Darlington PCT
3.4.1b [LPSA]	Percentage of pregnant women smokers seen by specialist ‘stop smoking services’	16%	Without Stretch: 25% With Stretch: 40%	20%	30%	40%	
3.4.2	All schools to have a drug and alcohol policy and to be delivering related education	--	32 schools (82%)	20 (51%)	26 (67%)	32 (82%)	
3.4.3	Increase number of drug users in treatment	--	650	457	469	690	
3.4.4	Year on year increase in direct Stop Smoking Service delivery in local schools	--	32 schools (82%)	20 (51%)	26 (67%)	32 (82%)	

**LAA Block 4 – Economic Development and Enterprise**

<b>Local outcome – Young people who are equipped for working life</b>							
<b>Ref</b>	<b>Performance Indicators or measures</b>	<b>Baseline (2004/05)</b> Unless indicated otherwise	<b>Targets to be achieved (by 2009)</b>	<b>Annual Target Milestones</b>			<b>Partnership/ agency responsible for outcome delivery</b>
				<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>	
4.1.1	Percentage of children (under 16) that live in households that are income deprived (new QoL17)	Aug 2004	To reduce the gap between national and local rate	Reduced Gap	Reduced Gap	Reduced Gap	Economy and Environment Themed Group
4.1.2	Percentage of the population of working age that is claiming key benefits	Aug 2004	To reduce the gap between national and local rate	Reduced Gap	Reduced Gap	Reduced Gap	
4.1.3	Percentage of 16-18 year olds in structured learning	80%	89%	83%	86%	89%	

<b>Local outcome – A significant reduction on the numbers of young people who are not in education, training or employment</b>							
<b>Ref</b>	<b>Performance Indicators or measures</b>	<b>Baseline (2004/05)</b> Unless indicated otherwise	<b>Targets to be achieved (by 2009)</b>	<b>Annual Target Milestones</b>			<b>Partnership/ agency responsible for outcome delivery</b>
				<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>	
4.2.1 <b>[LPSA]</b>	Proportion of 16-18 year olds (NEET) not in education, employment or training	8.4%	Without Stretch: 7.5% With Stretch: 6.2%	8.0%	7.5%	6.2%	Leaning Partnership Connexions
4.2.2	Claimant unemployment rate – percentage of 18-24 year olds who are unemployed	Nov 2005	Maintain positive gap between national and local rate	Maintain positive gap	Maintain positive gap	Maintain positive gap	Job Centre Plus

**The context for the Public Service Agreement**

**Comprehensive Performance Assessment** – Assessed as a 4\* authority, the council is **improving well** and demonstrating a **4 star** overall performance, with the Audit Commission commenting that:

‘Leadership of the community and the council is strong’  
Audit Commission – Corporate Assessment April 2005

Our PSA, whilst building on our clear positive direction of travel, is in its own right a key part of our ongoing commitment to become a ‘Leading-Edge’ authority.

**Performance Management** – throughout the authority and its partners there is a performance management culture, with key plans such as the Community Strategy Action Plan aligned to the council’s performance management framework. Sound planning arrangements consistently link prioritization with financial planning, allowing for consistent improvements to all non-financial BVPIs year on year for the last five years.

**Leading Edge** – our drive towards becoming a ‘Leading Edge’ authority is reflected in a culture built around:

- Ownership of problems and willingness to change;
- A sustained focus on what matters to local people;
- A culture of performance and improvement;
- A commitment to providing value for money services;
- Integration of best value principles into day-to-day management;
- A rigorous challenge of services;
- Effective programme and project management.

**The approach in Darlington**

Darlington’s successful LPSA 1 was founded on the principles of good partnership working, effective project management and utilizing the flexibilities of the agreement to improve public services to local people. PSA second generation builds on this. Service areas have ownership of targets, working in partnership with agencies including the Police, Primary Care Trust and Jobcentre Plus to maximize the PSA’s potential. We believe that the targets proposed are realistic and achievable. Our Key Stage 3 targets (based on Fischer Family Trust), for example, show acceleration in performance from baseline to 2009 equal to that of the top 25% authorities nationally. Most importantly, our targets link with the priorities of the population of Darlington. They are not stand alone; rather they are direct measurable outcomes resulting from the actions we intend taking forward through our Local Area Agreement. They are interconnected, and link with the LAA blocks and our Community Strategy themes as follows:

LAA Block	PSA Target Area	Link to Community Strategy Theme	Funding Allocation
Children and Young People	<ul style="list-style-type: none"> <li>• Improving educational attainment at key stage 3</li> <li>• Reducing the number of pupils leaving school without any GCSEs or equivalent qualifications</li> <li>• Reducing the number of permanent and fixed school exclusions</li> <li>• Reducing total absence in schools (half days missed) – Primary and Secondary</li> </ul>	<ul style="list-style-type: none"> <li>• Raising Educational Achievement</li> <li>• Promoting Inclusive Communities</li> </ul>	£1.144m  (Of which £400K is PSA PPG)
Safer Stronger Communities	<ul style="list-style-type: none"> <li>• Increasing participation in PE and school sport</li> <li>• Reducing Incidents of anti-social behaviour by young people</li> <li>• Reducing the number of first time entrants into the Youth justice System</li> <li>• Improvements to the Street Environment</li> </ul>	<ul style="list-style-type: none"> <li>• Stimulating Leisure Activities</li> <li>• Promoting Community Safety</li> <li>• Enhancing the Environment</li> <li>• Promoting Inclusive Communities</li> </ul>	£5.365m  (Of which £100K is PSA PPG)
Healthier Communities	<ul style="list-style-type: none"> <li>• Reducing Smoking during pregnancy</li> <li>• Breastfeeding Initiation rates</li> <li>• Improving the stability of children looked after</li> </ul>	<ul style="list-style-type: none"> <li>• Improving Health and Well-being</li> <li>• Promoting Inclusive Communities</li> </ul>	£756K  (Of which £400K is PSA PPG)
Economic Development and Enterprise	<ul style="list-style-type: none"> <li>• Reducing the number of 16 – 18 year olds not in education, employment or training</li> </ul>	<ul style="list-style-type: none"> <li>• Improving the Local Economy</li> <li>• Promoting Inclusive Communities</li> </ul>	£240K

## REWARD ELEMENT PERFORMANCE TARGETS

<b>Target</b>	<b>Heading</b>	<b>Lead officer</b>
1	Improving educational attainment at key stage 3	Julian Kenshole
2	Increasing participation in PE and school sport	Emma Reah
3	Reducing the number of 16 – 18 year olds not in education, employment or training	Lynn Kilpatrick (Connexions)
4	Reducing Incidents of anti-social behaviour by young people	Rob Jones
5	Reducing the number of first time entrants into the Youth justice System	Rita Taylor
6	Reducing the number of pupils leaving school without any GCSEs or equivalent qualifications	Julian Kenshole
7	Reducing Smoking during pregnancy	Paul Davison (PCT)
8	Breastfeeding Initiation rates	Paul Davison (PCT)
9	Improving the stability of children looked after	Jan LeFevre
10	Reducing the number of permanent and fixed school exclusions	Gill Walker/ Julian Kenshole
11	Reducing total absence in schools (half days missed) – Primary and Secondary	Gill Walker/ Julian Kenshole
12	Improvements to the Street Environment	Ian Thompson

## TARGET 1: IMPROVING EDUCATIONAL ATTAINMENT AT KEY STAGE 3

### Indicator by which performance will be measured

Percentage of 14 year olds achieving level 5 in English, Maths and Science (BV181a – c)

### Current performance (Summer 2005)

	National Average (2004)	LEA Average 2005
English	71%	72.6%
Maths	73%	72.8%
Science	66%	67.4%

### Performance at the end of the period of the Local Area Agreement (Summer 2009)

#### Performance expected without the Reward Element

	<i>Summer 2007</i>	<b>Summer 2008</b>	<b>Summer 2009</b>
English	75%	74%	77%
Maths	76%	76%	76%
Science	72%	73%	75%

#### Performance target with the Reward Element

	<i>Summer 2007</i>	<b>Summer 2008</b>	<b>Summer 2009</b>
English	78%	77%	80%
Maths	79%	79%	80%
Science	75%	76%	78%

#### Enhancement in performance with the Reward Element

	<i>Summer 2007</i>	<b>Summer 2008</b>	<b>Summer 2009</b>
English	3%	3%	3%
Maths	3%	3%	4%
Science	3%	3%	3%

### Allocation of Performance Reward Grant

The reward grant to be split evenly between the three sub-targets, i.e. sub-target (1) – English 33.33%; sub-target (2) – Maths 33.33%; sub-target (3) – Science 33.33%.

### Notes

Stretch targets can be based upon cumulative totals (i.e. combined stretch in terms of numbers of pupils over the three year period), to be discussed as part of negotiation.



## **TARGET 2: INCREASING PARTICIPATION IN PHYSICAL EDUCATION AND SCHOOL SPORT**

### **Indicator by which performance will be measured**

Enhance the take-up of sporting opportunities by 5-16 year olds (Foundation year to year 11) by increasing the percentage of school children who spend a minimum of two hours each week on high quality PE and school sport within and beyond the curriculum.

### **Current performance**

2003/04: 60% (National Average: 62%)

2004/05: 65% (National Average: 69%)

N.B. Data from annual PESSCL survey through School Sports Partnership scheme carried out in June.

### **Performance at the end of the period of the Local Area Agreement (Year ending 31<sup>st</sup> March 2009)**

#### **Performance expected without the Reward Element**

2005/06        70%

2006/07        75%

2007/08        80%

2008/09        85%

#### **Performance target with the Reward Element**

2008/2009     88%

#### **Enhancement in performance with the Reward Element**

An increase of 3 percentage points (approximately 400 pupils)

**TARGET 3: REDUCING THE NUMBER OF 16 – 18 YEAR OLDS NOT IN EDUCATION, EMPLOYMENT OR TRAINING**

**Indicator by which performance will be measured**

Proportion of 16 – 18 year olds (NEET) not in education, employment or training.

**Current performance (November 2005)**

8.4%

**Performance at the end of the period of the Local Area Agreement  
(Year ending 31<sup>st</sup> March 2009 – November 2008 figure)**

**Performance expected without the Reward Element**

7.5%

**Performance target with the Reward Element**

6.2%

**Enhancement in performance with the Reward Element**

1.3% reduction

## **TARGET 4: REDUCING INCIDENTS OF ANTI-SOCIAL BEHAVIOUR BY YOUNG PEOPLE**

### **Indicator by which performance will be measured**

Incidents of ASB involving young people reported to police

### **Current performance**

2003-04 - 3,325 incidents of ASB involving young people reported to police (Figure provided by Durham Constabulary)

### **Performance at the end of the period of the Local Area Agreement (End March 2009)**

#### **Performance expected without the Reward Element**

2,993 incidents (10%)

#### **Performance target with the Reward Element**

2,826 incidents (15%)

#### **Enhancement in performance with the Reward Element**

A further five percentage point reduction from baseline (A stretch reduction of 167 incidents)

## **TARGET 5: REDUCING THE NUMBER OF FIRST TIME ENTRANTS INTO THE YOUTH JUSTICE SYSTEM**

### **Indicator by which performance will be measured**

Reduce year on year, the number of first time entrants to the youth justice system by identifying children & young people at risk of offending or involvement in anti-social behaviour through a Youth Inclusion & Support Panel or other evidence based targeted means of intervention designed to reduce those risks and strengthen protective factors as demonstrated by using ONSET or other effective means of assessment and monitoring.

### **Current performance (baseline September 2005)**

This is a new YJB performance measure for 2005-06, our local target agreed with the YJB is a 2% reduction from 311 entrants in 2004/05 to 305 entrants in 2005/06.

### **Performance at the end of the period of the Local Area Agreement (Year ending 31<sup>st</sup> March 2009)**

#### **Performance expected without the Reward Element**

Current Youth Justice Plan target = to reduce year on year by 2% the number of first time entrants to the Youth Justice System  
i.e. 287 by 2008/09

#### **Performance target with the Reward Element**

To reduce year on year by 4% the number of first time entrants to the criminal justice system.  
i.e. 269 by 2008/09

#### **Enhancement in performance with the Reward Element**

Double the percentage reduction of young people entering the criminal justice system for the first time; i.e. 18

## **TARGET 6: REDUCING THE NUMBER OF PUPILS LEAVING SCHOOL WITHOUT ACHIEVING ANY QUALIFICATIONS**

### **Indicator by which performance will be measured**

Percentage of pupils leaving school without achieving any GCSEs or equivalent.

### **Current performance (2005)**

4.4% 2005

### **Performance at the end of the period of the Local Area Agreement (Summer 2009)**

#### **Performance expected without the Reward Element**

Summer 2007 – 4.15%

Summer 2008 – 3.65%

Summer 2009 – 3.15%

#### **Performance target with the Reward Element**

Summer 2007 – 3.9%

Summer 2008 – 3.4%

Summer 2009 – 2.9%

#### **Enhancement in performance with the Reward Element**

Summer 2007 – 0.25%

Summer 2008 – 0.25%

Summer 2009 – 0.25%

### **Notes**

Stretch targets can be based upon cumulative totals (i.e. combined stretch in terms of numbers of pupils over the three year period), to be discussed as part of negotiation.

**TARGET 7: REDUCE THE NUMBER OF WOMEN WHO CONTINUE TO SMOKE THROUGH PREGNANCY AND FOLLOWING BIRTH**

**Indicators by which performance will be measured**

- a) Percentage of women known to be smoking at time of birth;
- b) Numbers of pregnant women seen by specialist 'stop smoking services'.

(As measured by Co. Durham and Darlington Acute Hospitals Trust)

**Current performance**

- |        |
|--------|
| a) 25% |
| b) 16% |

**Performance at the end of the period of the Local Area Agreement (March 2009)**

**Performance expected without the Reward Element**

- |          |
|----------|
| a) 19.5% |
| b) 25%   |

**Performance target with the Reward Element**

- |          |
|----------|
| a) 17.5% |
| b) 40%   |

**Enhancement in performance with the Reward Element**

- |                                      |
|--------------------------------------|
| a) A 2 percentage point improvement  |
| b) A 15 percentage point improvement |

**Allocation of Performance Reward Grant**

**Entitlement to performance reward grant for this target depends on performance against the sub targets according to the following weighting: (a) 50%; (b) 50%.**

## **TARGET 8: INCREASE THE NUMBER OF MOTHERS BREASTFEEDING**

### **Indicators by which performance will be measured**

- a) Percentage of women who initiate breastfeeding following birth;
- b) Percentage of women breastfeeding at 8 weeks;
- c) Percentage of women breastfeeding at 26 weeks.

(As measured by Co. Durham and Darlington Acute Hospitals Trust)

### **Current performance**

- |        |
|--------|
| a) 50% |
| b) 22% |
| c) 18% |

### **Performance at the end of the period of the Local Area Agreement (March 2009)**

#### **Performance expected without the Reward Element**

- |        |
|--------|
| a) 56% |
| b) 26% |
| c) 22% |

#### **Performance target with the Reward Element**

- |        |
|--------|
| a) 60% |
| b) 30% |
| c) 25% |

#### **Enhancement in performance with the Reward Element**

- |                                     |
|-------------------------------------|
| a) A 4 percentage point improvement |
| b) A 3 percentage point improvement |
| c) A 3 percentage point improvement |

#### **Allocation of Performance Reward Grant**

**Entitlement to performance reward grant for this target depends on performance against the sub targets according to the following weighting: (a) 50%; (b) 30%; (c) 20%**

**TARGET 9: IMPROVING THE STABILITY OF CHILDREN LOOKED AFTER**

**Indicator by which performance will be measured**

The percentage of children looked after 4+years who were in foster placements 2+ years (PAF D35)

**Current performance (2004/2005)**

44.4%

**Performance at the end of the period of the Local Area Agreement  
(Year ending 31<sup>st</sup> March 2009)**

**Performance expected without the Reward Element**

50%

**Performance target with the Reward Element**

55%

**Enhancement in performance with the Reward Element**

5%



## **TARGET 10: REDUCING THE NUMBER OF PERMANENT AND FIXED SCHOOL EXCLUSIONS**

### **Indicator by which performance will be measured**

- a) Number of fixed term exclusions;
- b) Numbers of permanent exclusions.

### **Current performance (Summer 2005)**

- a) 317
- b) 34

### **Performance at the end of the period of the Local Area Agreement (Year ending Summer 2009)**

#### **Performance expected without the Reward Element**

	Summer 2007	Summer 2008	Summer 2009
a) Fixed	308	299	290
b) Permanent	26	23	20

#### **Performance target with the Reward Element**

	Summer 2007	Summer 2008	Summer 2009
a) Fixed	307	296	285
b) Permanent	25	20	18

#### **Enhancement in performance with the Reward Element**

	Summer 2007	Summer 2008	Summer 2009
a) Fixed	1	3	5
b) Permanent	1	3	2

#### **Allocation of Performance Reward Grant**

To be allocated evenly, i.e. 50% sub-target (a) and 50% sub-target (b)

#### **Notes**

Stretch targets can be based upon cumulative totals (i.e. combined stretch in terms of numbers of pupils over the three year period), to be discussed as part of negotiation.

## TARGET 11: REDUCING TOTAL ABSENCE IN SCHOOLS

### Indicator by which performance will be measured

BV45 Percentage of half days missed due to all absence in secondary schools maintained by the authority;

BV46 Percentage of half days missed due to all absence in primary schools maintained by the authority;

### Current performance

- a) BV45 9.3%
- b) BV46 6.1%

### Performance at the end of the period of the Local Area Agreement (Summer 2009)

### Performance expected without the Reward Element

	Summer 2007	Summer 2008	Summer 2009
<b>BV45</b>	8.62	8.39	8.16
<b>BV46</b>	5.44	5.29	5.15

### Performance target with the Reward Element

	Summer 2007	Summer 2008	Summer 2009
<b>BV45</b>	8.46	8.13	7.8
<b>BV46</b>	5.37	5.13	4.9

### Enhancement in performance with the Reward Element

	Summer 2007	Summer 2008	Summer 2009
<b>BV45</b>	0.16	0.26	0.36
<b>BV46</b>	0.07	0.16	0.25

### Allocation of Performance Reward Grant

To be allocated evenly, i.e. 50% sub-target (a) and 50% sub-target (b)

### Notes

Stretch targets can be based upon cumulative totals (i.e. combined stretch in terms of numbers of pupils over the three year period), to be discussed as part of negotiation.

## **TARGET 12: CLEANER, GREENER AND SAFER PUBLIC SPACES**

### **Indicators by which performance will be measured**

- a) BV119e - Satisfaction with Parks and Open Spaces;
- b) BV199a - Local street and environmental cleanliness. The measure will be the percentage of relevant land which has significant or heavy deposits of litter or detritus (categories below B under BV 199).

### **Current performance**

- |   |
|---|
| a) 65.9% fairly/very satisfied (2003/04 actual performance; 3-year community survey); |
| b) 19%  |

### **Performance at the end of the period of the Local Area Agreement (June 2009)**

#### **Performance expected without the Reward Element**

- |        |
|--------|
| a) 72% |
| b) 15% |

#### **Performance target with the Reward Element**

- |        |
|--------|
| a) 76% |
| b) 10% |

#### **Enhancement in performance with the Reward Element**

- |                                     |
|-------------------------------------|
| a) A 4 percentage point improvement |
| b) A 5 percentage point improvement |

#### **Allocation of Performance Reward Grant**

**Entitlement to performance reward grant for this target depends on performance against the sub targets according to the following weighting: (a) 50%; (b) 50%**