

# ITEM 2

## Camden Local Strategic Partnership

**Meeting:** 8 May 2008

**Report Title:** Camden's Local Area Agreement (LAA) 2008/9 – 2010/11

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**Purpose:** This report includes the latest draft of Camden's Local Area Agreement (LAA) 2008/9 – 2010/11, and sets out proposals for its delivery.

### **Recommendations:**

The LSP is asked to:

1. note and agree the amendments made to the draft LAA since its last meeting, summarised in paragraph 2.1
2. note and comment on the proposed governance arrangements outlined in paragraphs 4.2-3
3. note and comment on the roles and responsibilities set out in Appendix 2
4. comment on and agree the proposals around the delivery of the LAA set out in section 5 of this report.

## **1 Introduction**

- 1.1 The Local Strategic Partnership has received regular reports on the development of the new LAA. This is a further progress report outlining the current position with indicator and target negotiations and proposals around the management, delivery and governance of the Local Area Agreement over the next three years.

## **2 LAA indicators**

- 2.1 The draft Local Area Agreement has now reached an almost steady state in terms of the actual indicators to be included, although there is still some scope for change should target negotiations on specific indicators not develop to Camden's satisfaction. The LSP is asked to note the following developments since the last meeting:
  - **NI 35** (violent extremism) –GOL confirmed at the LSP's last meeting that they would no longer be pushing for inclusion of this indicator. It is therefore not included in Camden's draft LAA.

- **NI 110** (positive activities for young people) and **NI 115** (young people's substance misuse) – the final definitions for these indicators were published on 1 April, reinforcing concerns that the proposed methodologies are not sufficiently robust. As such, these national indicators are to be replaced with locally-developed measures that will provide a more robust indicator of performance.
  - **NI 158** (Decent Homes) – As outlined by Louise Matlock at the last meeting of the LSP, the Government is continuing to insist that Camden includes this indicator within its LAA. Negotiations are therefore continuing.
- 2.2 The draft LAA narrative has been amended to reflect the discussion at the last meeting, particularly in terms of saying more about the importance of affordable housing, and clarifying what exactly 'affordable' means. A small number of minor adjustments will need to be made to the narrative prior to submission to ensure that it accurately reflects any changes in the indicator set.

### 3 LAA targets

- 3.1 Target negotiations began in mid-April and are likely to continue throughout May, possibly up until the submission deadline of 30 May 2008. The delay is due to late publication of the final handbook of indicator definitions (1 April), coupled with late and inconsistent provision of target-setting guidance. Some of the target proposals are yet to be finalised, and the majority are yet to be fully negotiated with GOL. A verbal update will be provided at the meeting.
- 3.2 Appendix 1 sets out the latest version of the LAA, including draft and agreed target proposals. A key explains the status of each set. The LAA submitted on 30 May will not be a finalised agreement since a number of baselines and targets cannot be set until 2008/9. Camden will not be alone in this position. It means the 'annual refresh' of the LAA in Autumn 2008 will be very important.
- 3.3 The process for negotiating national targets is complex. The mandatory education indicators have been agreed directly with the department for Children, Schools and Families. Some others have also been agreed directly with Government agencies (e.g. NHS and Metropolitan Police Service) and although GOL has indicated that these will be straightforwardly accepted into the LAA, we await confirmation of that in individual cases. Others are to be negotiated directly with GOL, and this is likely to be the time consuming and more challenging process over the next few weeks.
- 3.4 Targets for local indicators do not need to be agreed with GOL, but do need to be signed off by relevant partners locally. Appendix A shows that work is still ongoing to develop final definitions, baselines and targets for these, so agreement between partners will need to be secured on a case-by-case basis, and via May meetings of the thematic partnerships, wherever feasible.
- 3.5 The LSP is asked to note that since negotiations will need to continue throughout May, the draft LAA will change further before it is agreed by the Council's Executive on 28 May and finally submitted on 30 May. During this time, partners will continue to be engaged either through thematic partnerships or an individual basis in agreeing the final targets, and a copy of the final submission will be circulated to all LSP members on 30 May.

## 4 Governance

- 4.1 The report taken to the last LSP meeting noted the need for LAA governance arrangements to be amended in recognition of the changed nature of the new LAA and the fact that the focus has shifted from commissioning to performance management.
- 4.2 Specific proposals were discussed at the LAA Steering Group meeting on 15 April 2008 and the following proposals were broadly agreed:
- The LAA Steering Group should be folded, with the recognition that it had fully achieved its original objectives with regard to delivery of the first LAA and development of the second.
  - The four thematic partnerships should sit at the heart of the delivery arrangements for the new LAA, accepting that since not all of the indicators are covered by the four key partnerships (12 out of 55), other partnerships would also need to have a role, and that partnership arrangements for areas not currently covered by one would need to be explored.
  - The membership of the Council's Planning and Performance Group (PPG) – a senior-level group that currently deals with the Council's own planning and performance framework – be expanded for alternate meetings to include representation from all the statutory partners who are designated as 'lead' for one or more LAA indicators i.e. Police, PCT, Job Centre Plus and LSC. This would have a co-ordination and support role to the LSP, ensuring that its performance and planning agendas, as well as inspection arrangements, were robust.
- 4.3 Since the steering group meeting, further thought has been given to the membership of the Planning and Performance Group due to concerns raised that although the VCS are not 'lead partners' for any of the LAA indicators, excluding them from the meeting would mean that they did not get the opportunity to discuss the bigger picture in terms of delivery of the LAA. On the basis of the concerns raised and in recognition of the sector's significant role in working with statutory partners to deliver the LAA, the proposal has been revised to include the addition of one representative from the voluntary and community sector at the extended meetings of PPG.
- 4.4 The LAA Steering Group asked for clarification of the respective roles of the bodies involved in delivering the LAA, including those of the LSP, PPG, lead partner, lead partnership and delivery partner. A short description of each of these is provided at Appendix 2. The LSP is asked to note and comment on all these Arrangements.
- 4.5 Work is ongoing to ensure that all of the relevant 'Partner Authorities' identified in statute have been given the opportunity to 'sign up' to co-operating with the development and delivery of the LAA in Camden.

## 5 Delivering the LAA

5.1 **Delivery planning:** The LSP agreed at its last meeting that summary delivery plans should be completed for each LAA indicator, to enable the Partnership to get a sense of the main actions involved in delivering each target. Following feedback, the template for this has been further simplified and a revised version is attached at Appendix 3. Following requests for further clarification of the expectations around delivery planning, the following approach is proposed. This aims to be as non-prescriptive as possible, taking into account the different nature of the partnership arrangements around each indicator, while at the same time ensuring a minimum standard is recognised.

- Delivery plans should be prepared for each LAA indicator, or, where appropriate, for a group of related indicators.
- They should be short, succinct documents (up to 2 sides) that cross-refer to existing plans and strategies for the detail, but contain enough information for the partnership and LSP to have a sense of how the target will be delivered.
- The Lead Partner is responsible for preparing the first draft of a delivery plan, which should then be discussed and developed with partners in the appropriate forum (e.g. Thematic partnership).
- Once agreed, the delivery plans should be submitted to the LSP. The LSP may challenge any it considers insufficiently robust, and can use them as the first port of call where performance appears off track.
- The delivery plans are not intended to be used to report performance to the LSP (or PPG) throughout the year – it would be too unwieldy, and too prescriptive, particularly for partnerships that have other arrangements.
- However, Lead Partnerships and partners can use the delivery plans to monitor progress throughout the year if they wish. This may be particularly useful where no other joint partnership strategy or delivery plan exists.
- Plans should be refreshed annually and progress reported to the LSP. This could be done as part of the LAA annual refresh or in connection with any self-assessment requirements of the new CAA framework. The exact approach will need to be confirmed once these Government requirements have been firmed up.

5.2 The LSP is asked to comment on and, if appropriate, agree these proposals.

5.3 **Performance and risk management:** Once the LAA is agreed, the LSP will want to keep track of performance and risks to delivery against the LAA indicators. To keep this manageable it is proposed that the LSP continues to receive high level reports, with additional detail only where performance is off track, while the bulk of the performance management work is done by the lead partners and partnerships, and PPG. To this end, the following performance management framework is proposed:

- The LSP will receive a comprehensive performance report on the LAA twice a year, giving traffic light Red, Amber, Green (RAG) ratings against current status and likelihood of delivery. This will include summary recovery plans where 'likelihood of delivery' is identified as red, and proxy information where there is no new data on an LAA indicator.

- This bi-annual performance report will include information on significant risks to delivery, particularly bearing in mind the fact that the new Comprehensive Area Assessment is likely to be focusing on 'future risks to delivery' and the LSP's awareness of them.
- Appended to the 6 monthly LAA report will be a summary performance table for the National Indicator Set, with RAG ratings. The aim will be to provide the LSP with an 'at-a-glance' picture of the position in Camden. Additional brief commentary will be provided on any significant areas of concern rated red.
- The thematic reports that are already submitted to the LSP on progress towards specific Community Strategy goals will consistently include the latest available performance data.
- There should be 'no surprises' for the LSP in terms of any failure to deliver on LAA targets. Lead partners and partnerships would therefore have a responsibility to alert the LSP to any significant risks or performance concerns in a timely fashion, in conjunction with proposals to remedy the situation wherever possible. For this purpose it is suggested that the standing slot agreed by the LSP at the last meeting aimed at providing an opportunity for the thematic partnerships to raise any issues *by exception*, should also cover the LAA (thereby ensuring that significant issues relating to indicators not covered by the thematic partnerships can also be raised).
- Lead partners and partnerships should aim to fit with the following minimum standards in terms of their approach to performance managing LAA targets:
  - RAG ratings should be applied consistently across partnerships when reporting to the LSP, for both status and 'likelihood of delivery';
  - Risks as well as performance should be regularly monitored;
  - Performance data should be used as often as it becomes available, so that information is as close to real-time as possible;
  - Proxy indicators should be identified and monitored where the core LAA indicators can only be updated annually or less;
  - Where proxy indicators cannot be identified, an alternative robust measure of progress should be identified, eg. based on the actions and milestones identified in the delivery plans; and
  - Where progress is off course (either amber or red) recovery plans should be produced on a six-monthly basis.

5.4 The LSP is asked to comment on and, where appropriate, agree the above proposals relating to the performance management of the LAA.

## 6 Next steps

6.1 Where the LSP has agreed the principles set out above around delivery planning and performance management, these will be conveyed to the relevant partnerships, with the aim of developing and agreeing initial delivery plans where possible by the next business meeting of the LSP on 4 July 2008.

6.2 In the meantime, negotiation on LAA targets will continue, and the LAA signed off in line with statutory requirements, prior to final submission of the draft LAA to Government on 30 May 2008.

**Performance Team**  
**Customers, Strategy and Projects**

## Appendix 1: Draft LAA submission to GOL as at 23 April 2008

### KEY:

Grey 'tbc' indicates that proposals yet to be finalised by Camden.

#### National Indicators

*Italics* indicates that targets (or proposed delay) are still to be agreed by GOL

**Bold** indicates that targets (or proposed delay) has been agreed by GOL or DCSF.

Indicators not in bold or italics are being agreed via the NHS or MPA and are still to be formally signed off by GOL.

#### Local Indicators

*Italics* indicates that targets are still in draft, to be agreed locally

No	Priority	Indicator(s) including those from national indicator set (shown with a *)	Baseline	LAA Improvement Target, including those to be designated (shown with a *), and including education and early years targets			Lead partners & partnership (lead partner in bold, only public partners listed)
				08/09	09/10	10/11	
1	Stronger Communities	NI 1 % of people who believe people from different backgrounds get on well together in their local area*	2006/7 83.8%	2008/9 85%	N/A	<i>Statistically significant increase above the baseline</i>	<b>LB Camden</b> , PCT, Police, LSC, JC+, Fire Authority  Social Cohesion Forum/ LSP
2		NI 6 Participation in Regular Volunteering*	<i>Tbc 2008/9 Place Survey</i>	N/A	N/A	<i>Tbc once baseline established</i>	<b>LB Camden</b> , PCT, Police,  Social Cohesion Forum/ LSP
3		NI 8 Adult participation in sport and active recreation*	<b>2005/6 24.6%</b>	<b>26.6%</b>	<b>27.6%</b>	<b>28.6%</b>	<b>LB Camden</b> , PCT, Sport England  Public Health Partnership (ProActive Camden)
4	Safer Communities	NI 15 Serious violent crime rate*	Tbc 2008/9	-3.2% But tbc 2008/9	Tbc 2008/9	Tbc 2009/10	<b>Police</b> , LB Camden, PCT

								Safer Camden Partnership
5		NI 16 Serious acquisitive crime rate*	Oct 2007 41.47	-3%	Tbc 2008/9	Tbc 2009/10		<b>Police</b> , LB Camden Safer Camden Partnership
6		NI 19 Rate of proven re-offending by young offenders*	<b>Tbc 2008/9</b>	<b>N/A</b>	<b>Tbc 2008/9</b>	<b>Tbc 2008/9</b>		<b>LB Camden</b> , Police Children and Young People's (CYP) Partnership/ Safer Camden Partnership
7		NI 21 Dealing with local concerns about anti-social behaviour and crime by the local council and police*	<i>Tbc 2008/9 Place Survey</i>	<i>N/A</i>	<i>N/A</i>	<i>Tbc 2008/9</i>		<b>LB Camden</b> , Police, Fire and Rescue Authority Safer Camden Partnership
8		NI 42 Perceptions of drug use or drug dealing as a problem*	<i>2006/7 55%</i>	<i>52%</i>	<i>N/A</i>	<i>49%</i>		<b>LB Camden</b> , Police Safer Camden Partnership PCT
9	Children & Young People <i>Be Healthy</i>	NI 51 Effectiveness of child and adolescent mental health (CAMHs) services*	<i>2006/7 16</i>	<i>16*</i>	<i>Tbc</i>	<i>Tbc</i>		<b>LB Camden</b> , PCT CYP partnership
10		NI 56 obesity amongst primary children in Year 6*	Proportion	<b>2007/8 21.9%</b>	<b>21.4%</b>	<b>21.2%</b>	<b>21.0%</b>	<b>Tbc</b> PCT, LB Camden
			Participation	<b>2007/8 90%</b>	<b>91.1%</b>	<b>91.2%</b>	<b>91.3%</b>	CYP partnership
11	<b>safe</b>	NI 60 Percentage of core assessment for children's social care that were carried out within 35 working days of their commencement.	<i>2006/7 65%</i>	<i>82%</i>	<i>83%</i>	<i>84%</i>		<b>LB Camden</b> , PCT CYP partnership
12	<b>y and achieve</b>	NI 72 Achievement of at least 78	<b>2007/8</b>	<b>51%</b>	<b>53%</b>	<b>Tbc 2008/9</b>		<b>LB Camden</b>

		points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy*	<b>(Academic year 2006/7)</b> <b>50.9%</b>				CYP partnership
13		NI 73 Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold)*	<b>2007/8 (Academic year 2006/7)</b> <b>68%</b>	<b>N/A</b>	<b>77%</b>	<b>Tbc 2008/9</b>	<b>LB Camden</b> CYP partnership
14		NI 74 Achievement at level 5 or above in both English and Maths at Key Stage 3 (Threshold)*	<b>2007/8 (Academic year 2006/7)</b> <b>67%</b>	<b>67%</b>	<b>73%</b>	<b>Tbc 2008/9</b>	<b>LB Camden</b> CYP partnership
15		NI 75 Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold)*	<b>2007/8 (Academic year 2006/7)</b> <b>45.6%</b>	<b>49%</b>	<b>53%</b>	<b>Tbc 2008/9</b>	<b>LB Camden</b> CYP partnership
16		NI 83 Achievement at level 5 or above in Science at Key Stage 3*	<b>2007/8 (Academic year 2006/7)</b> <b>69%</b>	<b>76%</b>	<b>75%</b>	<b>Tbc 2008/9</b>	<b>LB Camden</b> CYP partnership
17		NI 87 Secondary school persistent absence rate*	<b>2007/8 (Academic year 2006/7)</b> <b>8%</b>	<b>N/A</b>	<b>6%</b>	<b>Tbc 2008/9</b>	<b>LB Camden</b> CYP partnership
18		NI 91 Participation of 17 year olds in education or training*	<i>2006/7 (Academic year 2005/6)</i> <i>68%</i>	<i>71%</i>	<i>73%</i>	<i>75%</i>	<b>LSC, LB Camden</b> CYP Partnership/ Economic Development Partnership

19		NI 92 Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest*	<b>2007/8 (Academic year 2006/7) 38.9%</b>	<b>32.8%</b>	<b>32.36%</b>	<b>Tbc 2008/9</b>	<b>LB Camden</b> CYP partnership
20		NI 93 Progression by 2 levels in English between Key Stage 1 and Key Stage 2*	<b>2007/8 (Academic year 2006/7) 86%</b>	<b>N/A</b>	<b>92%</b>	<b>Tbc 2008/9</b>	<b>LB Camden</b> CYP partnership
21		NI 94 Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2*	<b>2007/8 (Academic year 2006/7) 80%</b>	<b>N/A</b>	<b>90%</b>	<b>Tbc 2008/9</b>	<b>LB Camden</b> CYP partnership
22		NI 95 Progression by 2 levels in English between Key Stage 2 and Key Stage 3*	<b>2007/8 (Academic year 2006/7) 31%</b>	<b>N/A</b>	<b>39%</b>	<b>Tbc 2008/9</b>	<b>LB Camden</b> CYP partnership
23		NI 96 Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3*	<b>2007/8 (Academic year 2006/7) 54%</b>	<b>N/A</b>	<b>61%</b>	<b>Tbc 2008/9</b>	<b>LB Camden</b> CYP partnership
24		NI 97 Progression by 2 levels in English between Key Stage 3 and Key Stage 4*	<b>2007/8 (Academic year 2006/7) 63%</b>	<b>N/A</b>	<b>72%</b>	<b>Tbc 2008/9</b>	<b>LB Camden</b> CYP partnership
25		NI 98 Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4*	<b>2007/8 (Academic year 2006/7) 38%</b>	<b>N/A</b>	<b>43%</b>	<b>Tbc 2008/9</b>	<b>LB Camden</b> CYP partnership

26		NI 99 Children in care reaching level 4 in English at Key Stage 2*	<b>2007/8 (Academic year 2006/7) 38%</b>	<b>50%</b>	<b>54.5%</b>	<b>Tbc 2008/9</b>	<b>LB Camden</b> CYP partnership	
27		NI 100 Children in care reaching level 4 in Maths at Key Stage 2*	<b>2007/8 (Academic year 2006/7) 63%</b>	<b>50%</b>	<b>54.5%</b>	<b>Tbc 2008/9</b>	<b>LB Camden</b> CYP partnership	
28		NI 101 Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)	<b>2007/8 (Academic year 2006/7) 16%</b>	<b>24%</b>	<b>32.3%</b>	<b>Tbc 2008/9</b>	<b>LB Camden</b> CYP partnership	
29		NI 102 Achievement Gap between pupils eligible for free school meals and their peers achieving the expected level at Key stages 2 and 4* - <i>White working class cohort</i>	Key Stage 2 (Level 4 in English and Maths)	<i>2007/8 (Academic year 2006/7) 25%</i>	20%	16%	<i>Tbc 2008/9</i>	<b>LB Camden</b> CYP partnership
			Key Stage 4 (5 A*-C grades inc English and Maths)	<i>2007/8 (Academic year 2006/7) 23%</i>	18%	16%	<i>Tbc 2008/9</i>	
30		NI 111 First time entrants to the Youth Justice System aged 10-17*	<b>Tbc 2008/9</b>	<b>N/A</b>	<b>Tbc 2008/9</b>	<b>Tbc 2008/9</b>	<b>LB Camden, Police</b> Children and Young People's partnership/ Safer Camden Partnership	
31		NI 118 Take up of formal childcare by low-income families*	<i>2005/6 18%</i>	20%	21%	22%	<b>LB Camden, JC+</b> CYP partnership/ Economic	

								Development Partnership
32	Adult health and wellbeing	NI 120 All-age all cause mortality rate*	Males	Tbc	2008 739	2009 719	2010 699	PCT, LB Camden,
			Females	Tbc	478	469	459	Public Health Partnership
33		NI 123 16+ current smoking rate prevalence*		Tbc	1,117	1,132	1,147	PCT, LB Camden Public Health Partnership
34		NI 125 Achieving independence for older people through rehabilitation/intermediate care*		Tbc 2008/9	N/A	Tbc 2008/9	Tbc 2008/9	LB Camden, PCT
35		NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information*		2007/8 17%	19%	20%	21%	LB Camden
36		NI 136 People supported to live independently through social services (all adults)*		2007/8 3,597	3,777	3,856	3,933	LB Camden
37		NI 141 Percentage of vulnerable people achieving independent living*		2006/7 68.14%	72%	75%	77%	LB Camden, PCT, London Probation
38	Local Economy	NI 152 Working age people on out of work benefits*		May 2007 12.9%	12.3%	11.7%	11.1%	JC+, LB Camden, University College London Hospitals NHS Foundation Trust, Royal Free Hampstead NHS Trust, Great Ormond Street Hospital for Children NHS Trust (GOSH NHS Trust), The Whittington Hospital NHS Trust,

							Camden Primary Care Trust, Camden & Islington Mental Health & Social Care Trust  Economic Development Partnership
39		NI 153 Working age people on out of work benefits in the worst performing neighbourhoods*	Tbc	Tbc	Tbc	Tbc	<b>JC+</b> , LB Camden, University College London Hospitals NHS Foundation Trust, Royal Free Hampstead NHS Trust, Great Ormond Street Hospital for Children NHS Trust (GOSH NHS Trust), The Whittington Hospital NHS Trust, Camden Primary Care Trust, Camden & Islington Mental Health & Social Care Trust  Economic Development Partnership
40		NI 154 Net additional homes provided*	<b>2006/7 541</b>	<b>597</b>	<b>597</b>	<b>597</b>	<b>LB Camden</b> , police, PCT, Fire authority
41		NI 161 Learners achieving a Level 1 qualification in literacy*	Tbc	Tbc	Tbc	Tbc	<b>LSC</b> , LB Camden  Economic

							Development Partnership	
42		NI 162 Learners achieving an Entry Level 3 qualification in numeracy*	Tbc	Tbc	Tbc	Tbc	<b>LSC</b> , LB Camden Economic Development Partnership	
43	Environmental sustainability	NI 186 Per capita CO2 emissions in the LA area*	Tbc	Tbc	Tbc	Tbc	<b>LB Camden</b> , Police, PCT London Fire Brigade, Transport for London.	
44		NI 191 Residual household waste per household*	2006/7 557	503	483	464	<b>LB Camden</b>	
A	<b>LOCAL indicators</b>	Crime in Camden Town	Drug crime	2005/6 1464	1025	Tbc 2008/9	Tbc 2008/9	<b>Police</b> , LB Camden
			Overall crime	2007/8 3014	2716	2517	2417	Community Safety Partnership
B		Overcrowding	Tbc	Tbc	Tbc	Tbc	<b>LB Camden</b>	
C		Parenting	Tbc	Tbc	Tbc	Tbc	<b>LB Camden</b> CYP partnership	
D		Health inequalities	2004-6 34	2006-8 32	2007-9 31	2008-10 30	<b>PCT</b> , LB Camden Camden Public Health partnership	
E		Vocational training and qualifications up to level 2	Tbc	Tbc	Tbc	Tbc	<b>LSC</b> , LB Camden Economic Development	

							Partnership
F		Business start-up	Tbc	Tbc	Tbc	Tbc	LB Camden Economic Development Partnership
G		Business growth	Tbc	Tbc	Tbc	Tbc	LB Camden Economic Development Partnership
H		Social Cohesion	Indicator to be developed during 2008/9				LB Camden, PCT, Police, etc Social Cohesion forum
I		English language skills	Tbc	Tbc	Tbc	Tbc	<b>LSC</b> , LB Camden Social Cohesion Forum/ LSP
J		Young peoples participation in positive activities	Tbc 2008/9	N/A	Tbc 2008/9	Tbc 2008/9	<b>LB Camden</b> , Museums, Libraries and archives, LONDON, Arts Council. <b>CYP partnership</b>
K		Substance misuse by young people	Tbc	Tbc	Tbc	Tbc	<b>LB Camden</b> Children and Young People's partnership

**KEY:**

<b>Community Strategy Theme</b>
A sustainable Camden that adapts to a growing population
A strong Camden economy that includes everybody
A connected Camden community where people lead active, healthy lives
A safe Camden that is a vibrant part of our world city
Mandatory schools and early years targets (contribute to yellow theme)

## **Appendix 2: Roles and Responsibilities**

The following draft paragraphs aim to set out the roles and responsibilities of each of the following bodies in relation to delivery of the LAA.

**LSP:** The LSP will have overall responsibility for ensuring that the Local Area Agreement is delivered and its targets achieved. It will achieve this by monitoring performance and collectively holding its members, as representatives of lead partners and partnerships, to account for delivery of their respective responsibilities. The LSP will also keep abreast of the risks to delivery and seek assurance that they are being satisfactorily managed, and maintain an overview of the wider National Indicator Set.

**Lead partnership:** The lead partnership will support lead partners in delivering on the LAA indicators that fall within its remit (set out in the LAA document). It will do this by bringing partners together to develop robust delivery plans, by monitoring and challenging performance, and by addressing risks and obstacles to implementation. It will report regularly, as required, to the LSP and bring significant issues to its attention in a timely manner. The partnership will also stay abreast of progress against relevant indicators from the wider National Indicator Set. Where a sub-group of the partnership is responsible for detailed work on specific indicators it will ensure robust and transparent reporting links are in place. Where there is another partnership with an interest in the indicator, it will ensure clear lines of communication are in place.

**Lead partner:** The lead partner (indicated in bold in the LAA document) will take responsibility for coordinating delivery against the specified LAA PI and will lead the accountability to the Local Strategic Partnership and relevant thematic or other partnership body. The lead partner will ensure adequate delivery plans are in place and that all partners are clear about their respective contributions to achieving the targets. They will ensure that activity is co-ordinated to implement those plans and will take the lead in ensuring that performance data is collected and monitored as specified for that PI. The lead partner will ensure that the risks to delivery are monitored, understood and effectively managed.

**Other delivery partners:** Other delivery partners, whether they are statutory partners who have 'signed up' in the LAA document, or others from all sectors with a role in achieving the PI, will work with the lead partner and, where relevant, via the lead partnership, to draw up robust delivery plans and ensure that they are clear about their respective contribution to achieving the target. They will report on activity as required to the thematic or other partnership and LSP and will be held accountable for their element of delivery. They are expected to manage their own performance and risks effectively and to bring issues to the attention of the lead partner and partnership in a timely fashion.

**Extended PPG:** Extended PPG will support the LSP in delivering the LAA by co-ordinating performance management and delivery planning activity across the thematic partnerships and lead partners. This will include providing support to those partnerships where needed, and advising the LSP on options where relevant thematic partnerships do not already exist. It will thereby ensure that the LSP receives robust performance and risk management information in a timely fashion, including summaries of the wider National Indicator Set, and that key issues are identified. The group will also be

responsible for co-ordinating the operational aspects of the Comprehensive Area Assessment on behalf of the LSP.

## Appendix 3: LAA DELIVERY PLAN

[Indicator reference and title: indicators can be grouped if appropriate]

### RESPONSIBILITY

Role	Body	Contribution
Lead Organisation	<b>LB Camden</b>	[relevant services delivered/ funding provided]
Stat Delivery Partner	[Named in LAA]	
Stat Delivery Partner	[Named in LAA]	
Non-Stat Delivery Ptner	[Not named in LAA]	
Non-Stat Delivery Ptner	[Not named in LAA]	

Responsible officer: [AD or equiv]	Lead Partnership: [Thematic or SCF]
Contributing Partnership: [Other or sub-group]	

### TARGETS

NI 8 LAA details	Baseline [year]	2008/9 Target	2009/10 Target	2010/11 Target

Proxy: [if NI is only measured annually or longer]

### DELIVERY

Key project/ action	Milestones	Measure of Success	Lead	Resources	Further info
[inc. top 4-8 workstreams]	[Quarter & Year]	[Output or proportion of Outcome]	[Org & Officer]	[Source & £ where possible]	[Ref. to Existing Plan/ Strat]

Commentary:

- [Ease/challenge of identifying funding streams – context for above]
- [Approximate proportion of expenditure on area covered by above]

### RISKS

Risk	Likelihood	Impact	Mitigating Actions
	[RAG]	[RAG]	<ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>