

REPORT TO SSP PERFORMANCE MANAGEMENT GROUP

PAPER D

SUBJECT: Delivery Partnerships Update

Date of SSP Performance Management Group meeting for discussion: 21 November 2008

Approximate time to allow for discussion: 10 minutes

KEY ISSUES:

Work is now well underway to establish the nine Delivery Partnerships (DPs) and their action plans. Draft action plans from all Delivery Partnerships are required by the end of November 2008 to inform GO-East's review of LAA2. This report provides a brief summary of the current status of the Delivery Partnerships. Appendix 1 contains the draft membership lists for each partnership; Appendix 2 gives the contact details for the Delivery Partnership Co-ordinators and Appendix 3 outlines which Delivery Partnership is responsible for delivering specific LAA targets.

WHAT ARE THE PMG BEING REQUESTED TO DO? e.g. make a decision, recommend, consider options etc.

The Performance Management Group are asked to:

- Agree the LAA targets assigned to each of the nine Delivery Partnerships as recommended in Appendix 3.
- Recommend that the terms of reference for each delivery partnership be brought back to the next of PMG for agreement.
- Recommend that action plans come to a future meeting of the PMG for agreement.

ARE THERE RESOURCE IMPLICATIONS TO THE PMG?

No.

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Background

Work to develop the Delivery Partnerships has been ongoing since June 2008, following initial discussions on the principles for Delivery Partnerships at the Chief Executives Panel and SSP Board. The initial principles for Delivery Partnerships gave an indication of their roles and membership. However, given the broad range of themes that the partnerships cover and the wider remits they have, the principles were not prescriptive about size, structures or individual membership.

The principles that Delivery Partnerships were asked to cover as a minimum were:

- Lead and co-ordinate the delivery of relevant community strategy outcomes and LAA2 targets, including:
 - Development of an action plan for the delivery of community strategy outcomes and LAA2 targets where actions must be SMART and reflect the needs of different localities.
 - Identification of a lead partner for each action or activity.
- Manage and co-ordinate resources to support the delivery of LAA2 outcomes and targets, including:
 - Taking an overview of current spend against LAA2 outcomes and targets and identify where this could be spent more effectively or where additional resources are needed to achieve the outcomes.
 - Identifying the possibility of aligning/pooling resources.
- Manage the performance against allocated LAA2 targets and indicators (from the 198) and address areas of poor performance.
- Directly commission work to deliver LAA2 outcomes and targets.
- Challenge activity leads and lead organisations on performance/delivery.
- Understand and articulate the partnership contribution towards LAA2 targets managed by other Delivery Partnerships, and cross cutting issues from the community strategy.
- Work in collaboration with other Delivery Partnerships to achieve shared objectives.

The principles for membership on the Delivery Partnerships included:

- All relevant public sector organisations that have a core strategy or commissioning interest in the theme.
- County and district/borough Portfolio Holders where applicable.
- Each Delivery Partnership must consider the engagement of LSPs, which may be linked to district/borough representation where appropriate.

- A minimum of 2 voluntary and community sector (VCS) representatives that have an 'expert' role in the theme (nominations/elections to be co-ordinated by the VCS).
- Other stakeholders (including private business representatives) with a core interest in the theme.
- No organisation that could derive potential benefit from a commissioning decision may take part in discussions leading to the detailed construction of a proposal or the awarding of a contract.
- All members should have responsibility and authority to represent their organisation or partnership.
- The Delivery Partnership should establish a structure that suits the needs of the partnership and could, for example, adopt a Board/Executive model similar to the Children's Trust.
- Representation should be considered throughout the structure not the Delivery Partnership alone.

This report identifies the current status of each Delivery Partnership in establishing the structures and developing action plans.

Adult Learning and Skills

The Learning and Skills Delivery Partnership is a new partnership established specifically to deliver Community Strategy and LAA outcomes. The Executive Group has met to discuss terms of reference and membership. The process for recruiting members to the board will be complete by 21 November 2008. The Adults Learning and Skills Strategy is being used as the basis for producing the action plan.

Care, Health and Independence

The development of the Care, Health and Independence Delivery Partnership was delayed slightly awaiting the outcome of the proposal for another health focused Delivery Partnership - Healthy Ambitions which has now been agreed. Care, Health and Independence will build on LAA Block 3 Board, Adults and Healthier Communities. The membership of the Board and Executive is currently being finalised in discussion with the Healthy Ambitions Delivery Partnership. It has been agreed that both Delivery Partnerships will meet back to back and will have a joint Executive Group. The Adults Plan is being used as the basis for the development of an action plan. This will be reviewed to ensure that cross cutting issues and LAA2 targets are adequately addressed.

Children's Trust

The Children's Trust is a statutory partnership which was previously the Block 1 Board in LAA1. The Children's Trust is therefore a well established partnership which has a wider remit than the Community Strategy and LAA2. The current Children and Young People's plan will be reviewed early next year and will focus on relevant LAA2 targets. Work is currently underway to identify priorities and ensure clear linkages between the current plan and LAA2 until the new plan is finalised.

Community Cohesion and Inclusion

The Community Cohesion and Inclusion Delivery Partnership was formed from an existing countywide Community Cohesion Steering Group. The Board and Executive Group have both met in their new role as a Delivery Partnership. The Executive Group has agreed the outcomes they need to deliver in next three years. All Board members are now being asked to consider the actions needed to deliver the agreed outcomes. These will form the basis for the action plan.

Creating the Greenest County

The Delivery Partnership has built on the good work established by the Creating the Greenest County Think Tank. The Think Tank has become the Board for the Delivery Partnership and an officer Executive Group has been established to support them. The Executive Group and the Board have both met and have started to identify future projects and activities that will form the basis of their action plan.

Culture and Sport

The Culture and Sport Delivery Partnership Executive and Board have been formed from the Culture Officers Group (COGs) and the Suffolk and Cultural Network. Work is underway to identify activities already being undertaken which contribute to the delivery of Community Strategy outcomes and LAA2 targets. A workshop was held on 12 November with the Executive Group to review current activities, to highlight gaps and to identify the priority areas where they need to influence other Delivery Partnerships to help deliver the cross cutting elements of culture and sport.

Economic Prosperity

The Economic Prosperity Delivery Partnership has been developed from the previous LAA Block 4 Board. The membership of the Board has been reviewed and an Executive Group established. The Executive Group has met twice and has established a basis for the new membership of the Board. Expanding Suffolk's Horizons, Suffolk five year Economic Strategy, has been used as a starting point the development of an action plan. All organisations represented on the Delivery Partnership have had the opportunity to input into the action planning process through one to one meetings. This has established a list of activities already being undertaken to achieve the Community Strategy outcomes and LAA2 and will be used as a basis for a gap analysis and for identifying further opportunities.

Healthy Ambitions

The Healthy Ambitions Delivery Partnership was a late addition to the new SSP structure. A lot of work has been undertaken in establishing a twenty year Healthy Ambitions Strategy which was launched on 5 November. The strategy will be used as a starting point to develop an action plan. Membership of the Board and Executive are currently being established in discussion with the Care, Health and Independence Partnership, as discussed above.

Safer Suffolk

The Safer Suffolk Delivery Partnership has been developed from the previous LAA Block 2 Board. The membership has been broadened to cover wider community safety issues, rather than just focusing on Crime and Disorder. The partnership now includes trading standards, fire, the Drug and Alcohol Action Team, road safety as well as the Community Safety Partnerships. The Board and Executive have both met to agree their membership and terms of reference and the executive group held a workshop on 7 November to bring together existing activities and to identify gaps. They are also looking to identify projects and activities that cut across a number of interest areas. The outcome of the workshop will inform the development of the action plan.

Delivery Partnership Action Planning Workshop

To ensure that the Delivery Partnerships are effectively identifying and addressing cross cutting issues within their action plans, activity leads from across all nine delivery partnerships will be invited to attend an action planning workshop at the end of January/early February. This will also give Delivery Partnerships and activity leads the opportunity to strengthen their relationships on shared outcomes and activities that cut across more than one Delivery Partnership.

It is suggested that once the action planning process is complete that the PMG consider all action plans to gain an understanding of how outcomes are targets will be delivered in the future. This will also give the PMG a broader understanding of the Delivery Partnerships when considering performance reports.

Local Strategic Partnerships (LSPs)

The LSPs in Suffolk are currently identifying which LAA targets are particularly relevant to their area (matching against local community strategy priorities) and how they might actively contribute to delivery. Once this is complete, the SCC performance and improvement team will work with LSPs and delivery partnerships to disaggregate targets to the most appropriate level. This will allow us to better understand the contribution LSPs can make to LAA target delivery. In addition, LSPs are also currently identifying how they can best engage with delivery partnerships- either through Delivery Partnership lead officers or members on Delivery Partnerships who can feed back from and into LSPs.

Appendix 1

Draft Membership for Delivery Partnerships

Care, Health & Independence Delivery Partnership Board

Member	Nomination
Cllr Graham Newman	Suffolk County Council
Alistair McWhirter	Suffolk PCT
Bernard Williams	GreatYarmouth & Waveney PCT
Vacant	Ipswich Hospital Trust Board
Gareth Causer	West Suffolk Hospital Trust Board
Vacant	James Paget Hospital Trust Board
Mark Halliday	Suffolk Mental Health Partnership Trust Board
Pat Holman	Norfolk Mental Health Partnership Trust Board
Cllr Michelle Bevan	Ipswich Borough Council
Vacant	Mid Suffolk District Council
Vacant	Forest Heath District Council
Vacant	Waveney District Council
Cllr Mary Neave	Suffolk Coastal District Council
Cllr Dr Michael Miller	Babergh District Council
Cllr Sara Mildmay-White	St Edmundsbury District Council
Paul Sharp	Suffolk Constabulary
St Johns Housing	Voluntary Sector Representative
BME Organisation	Voluntary Sector Representative
Adrian Fairburn	Association of Independent Care Providers
John Such	Suffolk Community Health Care
James Hehir	Healthy Ambitions Think Tank
Daphne Savage	Older Persons Partnership Board
Jacqui Martin	Family Carers Partnership Board
Julia Sharp	Marginalised Adults Partnership Board
Cllr R Clarke	Learning Disability Partnership Board
Linda Hoggarth	Physical and Sensory Partnership Board
Barbara Dale	Mental Health Partnership Board
David Clarke	Supporting People Community Body

Care, Health & Independence Delivery Partnership Executive Group

Graham Gatehouse	Suffolk County Council
Carole Taylor-Brown	Suffolk PCT
Mike Stonard	Great Yarmouth & Waveney PCT
Peter Bradley	NHS Suffolk
Director of Public Health	NHS Great Yarmouth & Waveney

Children's Trust Delivery Partnership Board

Member	Nomination
Allison Coleman	Suffolk Governors Forum
Mike Stonard	Great Yarmouth & Waveney PCT
Tracy Dowling	Suffolk PCT
John Babraff	Suffolk Probation Service
Dawn Henry	Young Suffolk
Cllr Doreen Savage	Suffolk Coastal District Council
Steve Allman	Young Suffolk
Cllr Nadia Cenci	Ipswich Borough Council
Cllr Patricia O'Brien	Suffolk County Council
Peter Worobec	Independent Chair of Safeguarding Children Board
Cllr Rebecca Hopfensperger	Suffolk County Council
Cllr Sue Thomas	Suffolk Police Authority
Johanna Finn	Learning & Skills Council

Children's Trust Delivery Partnership Executive Group

Member	Nomination
Jacqui Cheer	Suffolk Constabulary
Vacant	Great Yarmouth and Waveney PCT
Arthur Charvonja	Waveney District Council
Bud Simpkin	Young Suffolk
Carole Herries	St Edmundsbury Borough Council
Sharon Singleton	Great Yarmouth & Waveney PCT / Suffolk County Council
Chris Fry	Mid Suffolk District Council
Jonathan Owen	Ipswich Borough Council
John Budd	Suffolk Probation
Judith Mobbs	Learning & Skills Council
John Greg	Suffolk County Council
Odran Doran	Heathside School
Peter Bradley	Suffolk PCT
Rosalind Turner	Suffolk County Council
Simon Phelan	Forest Heath District Council
Tim Mutum	Babergh District Council
Tony Osmanski	Suffolk Coastal District Council

Community Cohesion & Inclusion Delivery Partnership Board

Member	Nomination
Cllr Joanna Spicer	Suffolk County Council
Cllr David Wood	Babergh District Council
Vacant	Forest Heath District Council
Cllr Nadia Cenci	Ipswich Borough Council
Cllr Diana Kearsley	Mid Suffolk District Council
Cllr Sara Mildmay-White	St Edmundsbury Borough Council
Cllr Doreen Savage	Suffolk Coastal District Council
Cllr Colin Law	Waveney District Council
ACC Gary Kitching	Suffolk Constabulary
Carey Godfrey	Suffolk Police Authority
Cynthia Capey	Faith Sector: Suffolk Inter Faith Resource
Jane Basham	Ipswich & Suffolk Council for Racial Equality
Vacant	Primary Care Trust
Vacant	Voluntary & Community Sector

Community Cohesion & Inclusion Delivery Partnership Executive Group

Member	Nomination
Julia Stephens-Row	Suffolk County Council
Andrew Hunkin	Babergh District Council
Simon Phelan	Forest Heath District Council
Terry Hayward	Ipswich Borough Council
Chris Fry	Mid Suffolk District Council
Mike Dawson	St Edmundsbury Borough Council
Tony Osmani	Suffolk Coastal District Council
Arthur Charvonia	Waveney District Council
Liz Pettman	Suffolk Constabulary
Kathleen Ben Rabha	Faith Sector: Diocese of St Edmundsbury & Ipswich
Stephen Singleton	VCS: Suffolk Foundation
Gill Robinson	VCS: Suffolk Volunteering Federation

(Health representative may also join)

Culture and Sport Delivery Partnership Board

Member	Nomination
Cllr Sue Wigglesworth	Babergh District Council
Cllr Brian Keane	Forest Heath District Council
Cllr Judy Terry	Ipswich Borough Council
Cllr Diane Kearsley	Mid Suffolk District Council
Cllr Lyndsey Alexander	St Edmundsbury Borough
Cllr Mary Neale	Suffolk Coastal District
Cllr Lisa Chambers	Suffolk County Council
Cllr Wendy Mawer	Waveney District Council
Vacant	County Sports Partnership
Vacant	Suffolk Tourism Partnership
Vacant	Association for Museums Partnership
Vacant	VCS - Independent 1
Vacant	VCS - Independent 2
Vacant	VCS - Independent 3
Vacant	VCS - Independent 4

Culture and Sport Delivery Partnership Executive Group

Member	Nomination
Karina Coghlin	Babergh District Council
Ian Shipp	Forest Heath District Council
Billy Brennan	Ipswich Borough Council
Jonathan Owen	Ipswich Borough Council
Richard Thurlow	Mid Suffolk District Council
Neil Anthony	St Edmundsbury Borough
Andy Wright	Suffolk Coastal District
Richard Hunt	Suffolk County Council
Asa Morrison	Waveney District Council
Vacant	Suffolk Tourism Partnership
Jayne Knight	Arts Development Officers
Lyn Gash	Association for Museums Partnership
Vacant	County Sports Partnership
Roger McMaster	Suffolk Libraries

Economic Prosperity Delivery Partnership Board

Member	Nomination
Cllr Lisa Chambers	Suffolk County Council
Vacant	Ipswich Borough Council
Vacant	Waveney District Council
Cllr Colin Hart	Suffolk Coastal District Council
Cllr Nigel Aitkens	St Edmundsbury Borough Council
Cllr Tim Passmore	Mid Suffolk District Council
Vacant	Forest Heath District Council
Vacant	Babergh District Council
Terry Clark	Suffolk Development Agency
Cathy Arbon	Suffolk Chamber of Commerce
John Shaw	Business Link East
Vacant	Business Representative x 4
Vacant	Social Enterprise Representative x 2
Vacant	Haven Gateway
Richard Perkins	1st East
Chris Soule	Federation of Small Businesses

Economic Prosperity Delivery Partnership Executive Group

Member	Nomination
Fran Toomey	Chamber of Commerce
Russell Williams	Ipswich Borough Council
Malcolm Perrins	Waveney District Council
Jeremy Schofield	Suffolk Coastal District Council
Andrea Maley	St Edmundsbury Borough Council
Stephen Andrews	Mid Suffolk District Council
Vacant	Forest Heath District Council
Vacant	Babergh District Council
John Shaw	Business Link East
Celia Hodson	Suffolk Development Agency
John Dugmore	Chamber of Commerce
Sandra Crawley	Job Centre Plus
John Riley / Peter Gregson	Enterprise Agency Representative
Wil Gibson	Suffolk Acre
David Ralph	Haven Gateway
Vacant	Home Builders Federation
Peter Funnell	University Campus Suffolk
Paul Wood	EEDA

Creating the Greenest County Delivery Partnership Board

Member	Nomination
Alfreda Thistlewaite	Suffolk Preservation Society
Andrew Bacon	BT
Bishop Nigel Stock	St Edmundsbury Diocese
Bishop Clive	St Edmundsbury Diocese
Bryn Griffiths	Suffolk County Council
Caroline Cranbrook	County Land Owners Association
Dafydd Evans	Environment Agency
Chris Bushby	Suffolk Agricultural Association
David Barclay	Suffolk Agricultural Association
David Barker	Suffolk Agricultural Association
David Wood	Suffolk Coasts & Heaths Area of Outstanding Natural Beauty
Edward Greenwell	Suffolk Agricultural Association
Emma Hibbert	Adnams
Jeremy Pembroke	Suffolk County Council
John Cousins	Wildlife Trust
John Davidson	Arts Council
John Dugmore	Suffolk Chamber of Commerce
John Gummer	MP
Jonathan Moore	Suffolk Association of Voluntary Organisations
Julian Roughton	Wildlife Trust
Clare Euston	Suffolk Strategic Partnership Chair
Louise Gooch	Ipswich Borough Councillor
Lucy Robinson	Suffolk County Council
Bishop Michael Evans	Roan Catholic Diocese of East Anglia
Mike Barnes	GO East
Ned Iveagh	EEDA Board Member & Elvenden Estate
Paul Burall	EEDA
Peter Cook	BBC Radio Suffolk
Peter Griffiths	National Trust
Peter Stevens	St Edmundsbury Borough Council
Richard Judge	Centre for Environmental Fisheries and Aquaculture Science
Richard Powell	Royal Society for the Protection of Birds
Richard Wyatt	Entrepreneur
Shona Bendix	Suffolk Association of Local Councils
Sarah Wilson	Natural England
Simon Loftus	Entrepreneur
Susan Spencer	Voluntary & Community Sector
Terry Clark	Suffolk Development Agency
Tim Ryan	Institute of Directors

Creating the Greenest County Delivery Partnership Executive Group

Member	Nomination
Alison Woods	Natural England
Brian Holder	University Campus Suffolk
Bryn Griffiths	Suffolk County Council
Chris Fry	Mid Suffolk District Council
Edward Martin	Suffolk County Council
Jennifer Forest	National Trust
Jeremy Schofield	Suffolk Coastal District Council
Jim Brown	Suffolk Tourism Partnership
Jonathan Thompson	Environment Agency
Malcolm Firth	Babergh District Council
Matt Hullis	Suffolk County Council
Matthew Ling	Ipswich Borough Council
Nigel McCurdy	Forest Heath District Council
Richard Rafe	Natural England
Sandra Pell	St Edmundsbury Borough Council
Simone Bullion	Suffolk Wildlife Trust
Stephen Archer	Waveney District Council
Tully Wakeman	East Anglian Food Link

Healthy Ambitions Delivery Partnership Board

To be agreed.

Healthy Ambitions Delivery Partnership Executive Group

To be agreed.

Adult Learning & Skills Delivery Partnership Board

Currently recruiting Board members – deadline 21 November 2008.

Adult Learning & Skills Delivery Partnership Executive Group

Member	Nomination
John Dugmore	Suffolk Chamber of Commerce
Christian Bone	Business Link East of England
David Ralph	Haven Gateway
Guenever Pachent	Suffolk County Council
Hazel Mackintosh	Learning and Skills Council
Maurice Brenner	Suffolk County Council
Judith Mobbs	Learning and Skills Council
Richard Lister	University Campus Suffolk
Richard Morton	Haven Gateway
Robin Hodgkinson	Suffolk Association of Voluntary Organisations
Tina Ellis	Jobcentre Plus

Safer Suffolk Delivery Partnership Board

Member	Nomination
Amanda Jones	Suffolk PCT
David Burnip	Western Community Safety Partnership
Diana Kearsley	Western Community Safety Partnership
Gary Kitching	Suffolk Police
Graham Gatehouse	Drug & Alcohol Action Team
Gulshan Kayembe	Suffolk Police Authority
Joanna Spicer	Portfolio Holder for Community Safety
John Budd	Suffolk Probation Service
John Gregg	Suffolk Youth Offending Service
Lee Howell	Suffolk Fire and Rescue Service
Mike Stonnard	Great Yarmouth & Waveney PCT
Nick Ridley	Babergh Community Safety Partnership
Mary Rudd	Waveney Community Safety Partnership
Paula Abrahams	Suffolk Criminal Justice Board
Phil Green	Ipswich Community Safety Partnership
Sara Mildmay-White	Western Community Safety Partnership
Sherrie Green	Suffolk Coastal Community Safety Partnership Chair
Steve Greenfield	Suffolk County Council Trading Standards
Vacant	Ambulance Trust
Vacant	Voluntary Sector
Vacant	Voluntary Sector

Safer Suffolk Delivery Partnership Executive Group

Member	Nomination
Alan Keely	Community Safety Unit, Suffolk County Council
Alan Osborne	Eastern Area Partnerships Co-ordinator
Ann Scott	Babergh District Council
Belinda Clabburn	Youth Offending Service, Suffolk County Council
Carl Francis	Fire Community Safety
David Chenery	Road Safety Group, Suffolk County Council
Graham Crisp	Trading Standards, Suffolk County Council
Guy Richardson	Suffolk Coastal District Council
Hayley Bartram	Mid-Suffolk District Council
Helen Lindfield	St. Edmundsbury Borough Council
Jenny Foster	Suffolk County Council
Jim Manning	Ipswich Borough Council
Jo Cowley	Suffolk County Council
John Sanderson	Community Safety Unit, Suffolk County Council
Julia Sharp	Suffolk Probation Service
Karen Hubbard	Waveney District Council
Lesley-Ann Keogh	Forest Heath District Council

Paul Little
Sarah Tomlinson
Simon Aalders
Tracey Hardy

Babergh District Council
Ipswich Borough Council
Drug & Alcohol Action Team
Crown Prosecution Service

Appendix 2

Delivery Partnership Co-ordinators Contact Details

Adult Learning & Skills

Hazel Macintosh, Partnership Director (LSC)
01473 883091
hazel.mackintosh@lsc.gov.uk

Care, Health and Independence

Jayne Brown, Strategy Officer (SCC, CS&P)
01473 264406
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Children's Trust

Tina Hines, Head of Commissioning and Partnerships (SCC, CYP)
01473 265183
tina.hines@cyp.suffolkcc.gov.uk

Community Cohesion

Allison Coleman, Social Inclusion Co-ordinator (SCC, SID)
01473 265160
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Creating the Greenest County

Iain Dunnett, Greenest County Project Manager (SCC, E&T)
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Culture and Sport

Denise King, Cultural Partnership Manager (SCC, ACS)
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Economic Prosperity

Helen Utteridge, Strategy Officer (SCC, CS&P)
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Healthy Ambitions

Sally Hogg, Head of Health Improvement Partnerships (PCT)
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Safer Suffolk

Alan Keely, Community Safety Manager (SCC, SID)
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Appendix 3 – Delivery Partnership Accountability for LAA2 Targets

Adult Learning and Skills

LAA2 Targets (DP accountable for performance)	
NI 163	Working age population qualified to at least Level 2 or higher
NI 165	Working age population qualified to at least Level 4 or higher
LAA2 Targets of Interest (DP activity supports delivery of targets owned by other DPs)	
NI 91	Participation of 17 year olds in education or training
National Indicators (DP to monitor and escalate to PMG if significant drop in performance)	
NI 13	Migrants English language skills and knowledge
NI 164	Working age population qualified to at least Level 3 or higher

Care, Health and Independence

LAA2 Targets (DP accountable for performance)	
NI 124	People with a long-term condition supported to be independent and in control of their condition
NI 125	Achieving independence for older people through rehabilitation/intermediate care
NI 135	Carers receiving needs assessment or review and a specific carer's service, or advice and information
NI 141	Number of vulnerable people achieving independent living
NI 145	Adults with learning disabilities in settled accommodation
LT 2(c)	Access to health screening for vulnerable groups
LT 5	% of people with mental health problems who are offered low intensity interventions
LAA2 Targets of Interest (DP activity supports delivery of targets owned by other DPs)	

NI 121	Mortality rate from all circulatory diseases at ages under 75
NI 123	16+current smoking rate prevalence
National Indicators (DP to monitor and escalate to PMG if significant drop in performance)	
NI 127	Self-reported experience of social care users
NI 128	User-reported measure of respect and dignity in their treatment
NI 129	End of life access to palliative care enabling people to choose to die at home
NI 130	Social Care clients receiving Self Directed Support
NI 131	Delayed transfers of care from hospitals
NI 132	Timeliness of social care assessment
NI 132	Timeliness of social care assessment
NI 133	Timeliness of social care packages
NI 134	The number of emergency bed days per head of weighted population
NI 136	People supported to live independently through social services (all ages)
NI 138	Satisfaction of people over 65 with both home and neighbourhood
NI 139	People over 65 who say they receive the information, assistance and support needed to exercise choice and control to live independently
NI 142	Number of vulnerable people who are supported to maintain independent living
NI 146	Adults with learning disabilities in employment
NI 149	Adults in contact with secondary mental health services in settled accommodation
NI 150	Adults in contact with secondary mental health services in employment

Culture and Sport

LAA2 Targets (DP accountable for performance)
NI 8 Adult participation in sport
LT 10 Increase cultural participation in Suffolk
LAA2 Targets of Interest (DP activity supports delivery of targets owned by other DPs)
NI 56 Obesity among primary school age children in Year 6
NI 110 Young people's participation in positive activities
National Indicators (DP to monitor and escalate to PMG if significant drop in performance)
NI 9 Use of public libraries
NI 10 Visits to museums or galleries
NI 11 Engagement in the arts

Community Cohesion

LAA2 Targets (DP accountable for performance)
NI 2 Percentage of people who feel that they belong to their neighbourhood
NI 4 Percentage of people who feel they can influence decisions in their locality
LT 1: Increased numbers of people volunteering in: <ul style="list-style-type: none">- Black and minority ethnic communities- Supported volunteering- Young people- Older age groups- Culture and sport

LAA2 Targets of Interest (DP activity supports delivery of targets owned by other DPs)	
NI 163	Working age population qualified to at least Level 2 or higher
NI 165	Working age population qualified to at least Level 4 or higher
NI 124	People with a long-term condition supported to be independent and in control of their condition
NI 125	Achieving independence for older people through rehabilitation/intermediate care
NI 135	Carers receiving needs assessment or review and a specific carer's service, or advice and information
NI 141	Number of vulnerable people achieving independent living
NI 145	Adults with learning disabilities in settled accommodation
LT 2(c)	Access to health screening for vulnerable groups
LT 5	% of people with mental health problems who are offered low intensity interventions
NI 8	Adult participation in sport
LT 10	Increase cultural participation in Suffolk
NI 19	Rate of proven re
NI 51	Effectiveness of child and adolescent mental health services
NI 56	Obesity among primary school age children in Year 6
NI 91	Participation of 17 year olds in education or training
NI 110	Young people's participation in positive activities
NI 111	First time entrants to the Youth Justice System aged 10 to 17
NI 112	Under 18 conception rate
LT 2(a)	Access: Extended schools
NI 193	Municipal waste land filled
LT 2(b)	Access: Travel to work
LT 8	Increase the % of county wildlife sites under active conservation management

NI 152	Working people on out of work benefits
NI 154	Net additional homes provided
NI 166	Average earnings of employees in the area
NI 172	VAT registered businesses in the area showing growth
LT 4	Increase the % of employment (FTE total) in Suffolk's key sectors
LT 9	Increase the number of affordable homes commencements on site across Suffolk (gross)
NI 121	Mortality rate from all circulatory diseases at ages under 75
NI 123	16+current smoking rate prevalence
NI 30	Re-offending rate of prolific and priority offenders
NI 32	Repeat incidents of domestic violence
LT 6	Progressively increase the number of older people reporting that they feel their home is a safe environment
LT 7	Number of serious violent crimes committed in a public place where alcohol and substance misuse was a contributory factor
National Indicators (DP to monitor and escalate to PMG if significant drop in performance)	
NI 1	Percentage of people who believe people from different backgrounds get on well together in their local area
NI 3	Civic participation in the local area
NI 6	Participation in regular volunteering
NI 7	Environment for a thriving third sector
NI 23	Perceptions that people in area treat one another with respect and dignity
NI 140	Fair treatment by local services

Children's Trust

LAA2 Targets (DP accountable for performance)	
NI 19	Rate of proven re
NI 51	Effectiveness of child and adolescent mental health services
NI 56	Obesity among primary school age children in Year 6
NI 91	Participation of 17 year olds in education or training
NI 110	Young people's participation in positive activities
NI 111	First time entrants to the Youth Justice System aged 10 to 17
NI 112	Under 18 conception rate
LT 2(a)	Access: Extended schools
Statutory Education and Early Years Targets (DP to monitor and escalate to PMG if significant drop in performance)	
NI 72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy
NI 73	Achieving Level 4 or above in both English and Maths at KS2 (Threshold)
NI 74	Achieving Level 5 or above in both English and Maths at KS3 (Threshold)
NI 75	Achieving 5 or more A* to C grades at GCSE or equivalent including English and Maths
NI 83	Achievement at Level 5 or above in Science at KS3
NI 87	Secondary schools persistent absence rate
NI 92	Narrowing gap between lowest achieving 20% in Early Years Foundation Stage Profile and the rest
NI 93	Progression by 2 levels in English between KS1 and KS2
NI 94	Progression by 2 levels in Maths between KS1 and KS2
NI 95	Progression by 2 levels in English between KS2 and KS3
NI 96	Progression by 2 levels in Maths between KS2 and KS3
NI 97	Progression by 2 levels in English between KS3 and KS4

NI 98	Progression by 2 levels in Maths between KS3 and KS4
NI 99	Children in care reaching Level 4 in English at KS2
NI 100	Children in care reaching Level 4 in Maths at KS2
NI 101	Children in care achieving 5 A* to C GCSEs or equivalent at KS4 (including Maths and English)
National Indicators (DP to monitor and escalate to PMG if significant drop in performance)	
NI 43	Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody
NI 44	Ethnic composition of offenders on Youth Justice System disposals
NI 45	Young offenders' engagement in suitable education, employment or training
NI 46	Young offenders access to suitable accommodation
NI 48	Children killed or seriously injured in road traffic accidents
NI 50	Emotional health of children
NI 53	Prevalence of breastfeeding at 6 to 8 weeks from birth
NI 55	Obesity among primary school age children in Reception Year
NI 57	Children & young people's participation in high quality PE and sport
NI 58	Emotional and behavioural health of children in care
NI 52	Take up of school lunches
NI 54	Services for disabled children
NI 59	Initial assessments for children's social care carried out within seven working days of referral
NI 60	Core assessments for children's social care that were carried out within 35 working days of their commencement
NI 61	Timeliness of placements of looked after children for adoption following decision that the child should be placed for adoption
NI 62	Stability of placements of looked after children: number of moves
NI 63	Stability of placements of looked after children: length of placement
NI 64	Child protection plans lasting two years or more
NI 65	Children becoming the subject of a Child Protection Plan for a second or subsequent time

NI 66	Looked after children cases which reviewed within required timescales
NI 67	Child protection cases reviewed within required timescales
NI 68	Referrals to children's social care going on to initial assessment
NI 69	Children who have experienced bullying
NI 70	Hospital admissions caused by unintentional and deliberate injuries to children and young people
NI 71	Children who have run away from home/care overnight
NI 76	Achieving Level 4 or above in both English and Maths at KS2
NI 77	Achieving Level 5 or above in both English and Maths at KS3
NI 78	Achieving 5 or more A* to C grades at GCSE and equivalent including English and Maths
NI 79	Achievement of a Level 2 qualification by the age of 19
NI 80	Achievement of a Level 3 qualification by the age of 19
NI 81	Inequality gap in the achievement of a Level 3 qualification by age of 19
NI 82	Inequality gap in the achievement of a Level 2 qualification by age of 19
NI 84	Achievement of 2 or more A* to C grades in Science GCSEs or equivalent
NI 85	Post-16 participation in physical sciences
NI 86	Secondary schools judged as having good or outstanding standards of behaviour
NI 88	Number of extended schools
NI 89	Number of schools in special measures
NI 90	Take up of 14 to 19 learning diplomas
NI 102	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at KSs 2 and 4
NI 103	Special educational Needs – statements issued within 26 weeks
NI 104	The SEN/Non-SEN gap – achieving KS2 English and Maths threshold
NI 105	The SEN/Non-SEN gap – achieving 5 A* to C GCSEs including English and Maths
NI 106	Young people from low income backgrounds progressing to higher education

NI 107 KS2 attainment for black and minority ethnic groups
NI 108 KS4 attainment for black and minority ethnic groups
NI 109 Number of Sure Start Children Centres
NI 113 Prevalence of Chlamydia in under 20 year olds
NI 114 Rate of permanent exclusions from school
NI 115 Substance misuse by young people
NI 116 Proportion of children in poverty
NI 117 16 to 18 year olds not in education, training or employment
NI 118 Take up of formal childcare by low-income families
NI 147 Care leavers in suitable accommodation
NI 161 Learners achieving a Level 1 qualification in literacy
NI 162 Learners achieving an Entry Level 3 qualification in numeracy
NI 148 Care leavers in employment, education or training
NI 198 Children travelling to school – mode of transport usually used

Creating the Greenest County

LAA2 Targets (DP accountable for performance)	
NI 186	Per capita CO2 emissions in the local authority area
NI 188	Adapting to climate change
NI 193	Municipal waste land filled
LT 2(b)	Access: Travel to work
LT 3	Establish a policy framework(s) for the coastal zone of Suffolk
LT 8	Increase the % of county wildlife sites under active conservation management
LAA2 Targets of Interest (DP activity supports delivery of targets owned by other DPs)	
NI 154	Net additional homes provided
LT 4	Increase the % of employment (FTE total) in Suffolk's key sectors
National Indicators (DP to monitor and escalate to PMG if significant drop in performance)	
NI 175	Access to services and facilities by public transport, walking and cycling
NI 176	Working age people with access to employment by public transport (and other specified modes)
NI 177	Local bus passenger journeys originating in the local authority area
NI 178	Bus services running on time
NI 185	CO2 reduction from local authority operations
NI 189	Flood and coastal erosion risk management
NI 190	Achievement in meeting standards for the control system for animal health
NI 191	Residual household waste per head
NI 192	Household waste recycled and composted
NI 194	Level of air quality – reduction of NOx and primary PM10 emissions through local authority's estate and operations
NI 195	Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)

NI 196 Improved street and environmental cleanliness - fly tipping
NI 197 Improved local biodiversity – active management of local sites
NI 187 Tackling fuel poverty – people receiving income-based benefits living in homes with a low energy efficiency rating

Economic Prosperity

LAA2 Targets (DP accountable for performance)
NI 152 Working people on out of work benefits
NI 154 Net additional homes provided
NI 166 Average earnings of employees in the area
NI 172 VAT registered businesses in the area showing growth
LT 4 Increase the % of employment (FTE total) in Suffolk’s key sectors
LT 9 Increase the number of affordable homes commencements on site across Suffolk (gross)
LAA2 Targets of Interest (DP activity supports delivery of targets owned by other DPs)
NI 116: Proportion of children in poverty (Economic Development)
NI 151: Overall employment rate
NI 153: Working age people claiming out of work benefits in the worst performing neighbourhoods
NI 155: No. of affordable homes delivered
NI 156: No. of households living in temporary accommodation
NI 157: Processing of planning applications as measured against targets for ‘major’, ‘minor’ and ‘other’ application types
NI 158: Percentage of decent council homes
NI 159: Supply of ready to develop housing sites
NI 160: local authority tenants’ satisfaction with landlord services
NI 167: Congestion – average journey time per mile during the morning
NI 168: Principal roads where maintenance should be considered

NI 169: Non-principal roads where maintenance should be considered
NI 170: Previously developed land that has been vacant or derelict for more than five years
NI 171: VAT registration rate
NI 173: People falling out of work and onto incapacity benefits
NI 174: Skills gap in the current workforce reported by employers (Learning and Skills)
NI 179: Value for money - total net value of on-going cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year
NI 180: Changes in housing benefit/council tax benefit entitlements within the year
NI 181: Time taken to process housing benefit/council tax benefit new claims and change event
NI 182: Satisfaction of businesses with local authority regulation services
NI 183: Impact of local authority regulatory services on the fair trading environment
LAA2 Targets of Interest (DP activity supports delivery of targets owned by other DPs)
NI 163 Working age population qualified to at least Level 2 or higher
NI 165 Working age population qualified to at least Level 4 or higher
NI 116 Proportion of children in poverty

Healthy Ambitions

LAA2 Targets (DP accountable for performance)
NI 121 Mortality rate from all circulatory diseases at ages under 75
NI 123 16+current smoking rate prevalence

National Indicators (DP to monitor and escalate to PMG if significant drop in performance)
NI 119 Self reported measure of people's overall health and wellbeing
NI 120 All age, all cause mortality rate
NI 122 Mortality from all cancers at ages under 75
NI 126 Early access for women to maternity services
NI 137 Healthy life expectancy at age 65
LAA2 Targets of Interest (DP activity supports delivery of targets owned by other DPs)
NI 112 Under 18 conception rate
NI 56 Obesity among primary school age children in Year 6
NI 51 Effectiveness of child and adolescent mental health services
National Indicators (DP to monitor and escalate to PMG if significant drop in performance)
NI 151 Overall employment rate
NI 153 Working age people claiming out of work benefits in the worst performing neighbourhoods
NI 155 No. of affordable homes delivered
NI 156 No. of households living in temporary accommodation (Community Cohesion/Health and Wellbeing)
NI 157 Processing of planning applications as measured against targets for 'major', 'minor' and 'other' application types
NI 158 Percentage of decent council homes
NI 159 Supply of ready to develop housing sites
NI 160 local authority tenants' satisfaction with landlord services
NI 167 Congestion – average journey time per mile during the morning
NI 168 Principal roads where maintenance should be considered
NI 169 Non-principal roads where maintenance should be considered

NI 170	Previously developed land that has been vacant or derelict for more than five years
NI 171	VAT registration rate
NI 173	People falling out of work and onto incapacity benefits
NI 174	Skills gap in the current workforce reported by employers (Learning and Skills)
NI 179	Value for money - total net value of on-going cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year
NI 180	Changes in housing benefit/council tax benefit entitlements within the year
NI 181	Time taken to process housing benefit/council tax benefit new claims and change event
NI 182	Satisfaction of businesses with local authority regulation services
NI 183	Impact of local authority regulatory services on the fair trading environment

Safer Suffolk

LAA2 Targets (DP accountable for performance)	
NI 30	Re-offending rate of prolific and priority offenders
NI 32	Repeat incidents of domestic violence
LT 6	Progressively increase the number of older people reporting that they feel their home is a safe environment
LT 7	Number of serious violent crimes committed in a public place where alcohol and substance misuse was a contributory factor
LAA2 Targets of Interest (DP activity supports delivery of targets owned by other DPs)	
NI 19	Rate of proven re-offending by young offenders
NI 111	First time entrants to the Youth Justice System aged 10 to 17
National Indicators (DP to monitor and escalate to PMG if significant drop in performance)	
NI 15	Serious violent crime rate
NI 16	Serious acquisitive crime rate
NI 17	Perceptions of anti-social behaviour
NI 18	Adult re-offending rates for those under probation supervision
NI 20	Assault with injury crime rate
NI 21	Dealing with local concerns about anti-social behaviour and crime by the local council and police
NI 22	Perceptions of parents taking responsibility for the behaviour of their children in the area
NI 24	Satisfaction with the way the police and local council dealt with anti-social behaviour
NI 25	Satisfaction of different groups with the way the police and local council dealt with anti-social behaviour
NI 26	Specialist support to victims of a serious sexual offence
NI 27	Understanding of local concerns about anti-social behaviour and crime by the local council and police
NI 28	Serious knife crime rate
NI29	Gun crime rate
NI 31	Re-offending rate of registered sex offenders

NI 33	Arson incidents
NI 34	Domestic violence – murder
NI 35	Building resilience to violent extremism
NI 36	Protection against terrorist attack
NI 37	Awareness of civil protection arrangements in the local area
NI 38	Drug-related (Class A) offending rate
NI 39	Alcohol-harm related hospital admission rates
NI 40	Drug users in effective treatment
NI 41	Perceptions of drunk or rowdy behaviour as a problem
NI 42	Perceptions of drug use or drug dealing as a problem
NI 47	People killed or seriously injured in road traffic accidents
NI 49	Number of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks
NI 143	Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence
NI 144	Offenders under probation supervision in employment at the end of their order or licence
NI 184	Food establishments in the area which are broadly compliant with food hygiene law