

September 2006

Case Study - Suffolk's Cross Cutting Perspective

Suffolk's LAA, submitted in March 2005, identified sport within its definition of culture as a contributor to cross-cutting outcomes. This view has been further developed in the Annual Review Submission 2006 which identified culture 'as a core element of the LAA, not just the means of delivery of outcomes'. Suffolk is now working with LAA partners to develop a common understanding and ability to evaluate the benefits of culture as a mainstream issue within each block.

Sport's contribution to the LAA outcomes is mainly related to the key outcomes of tackling obesity, reducing health inequalities, anti-social behaviour and overcoming substance abuse. The concept of a 'cultural dividend' underpins sports contribution to Suffolk's LAA outcomes. The expected dividend from sport cuts across three blocks in particular:

Children & Young People

- Promoting health lifestyles, participation in physical activity, sport and dance, in and out of school, to address obesity and the onset of preventable conditions

Safer, Stronger and Sustainable Communities

- Sports value in terms of volunteering
- Developing inclusive and diversionary programmes for young offenders

Healthier Communities and Older People

- Sport as a preventative tool for promoting healthier lifestyles and addressing health inequalities

Specific Targets

- Increase by 3% the proportion of adults taking part in sport and recreational physical activity for at least 30 minutes on at least 3 days a week
- Increasing the percentage of 5 – 16 year olds engaged in 2 hours a week minimum of high quality PE and school sport within and beyond the curriculum to 85%
- Increasing the number of looked after children (aged 8 – 16) participating in 'cultural activity at least 2 hours per week outside of the school curriculum by 2008 (under development by Suffolk's Cultural Pathfinder)
- Increase the percentage of all people (aged up to 64) in Suffolk who undertake formal volunteering in groups, clubs or organisations for at least an average of two hours a week over a twelve months period

Measurement

Because of the cross-cutting nature of sports contribution Suffolk has not felt it appropriate to include separate targets in some instances, but rather to

consider embedding sport in existing action plans and measured by a range of mechanisms:

- Access to leisure, particularly for young people, will be addressed in the Children and Young People's Plan through measurement of take up of the Suffolk Youth Card
- 5-16 year old participation levels will be measured through data collected through the School Sport Partnerships using the School sport and club link survey agreed by DfES
- Adult participation levels will be measured, in part, through Sport England's Active People Survey
- Volunteering levels are being measured through face-to-face interviews by accredited interviewers.

Suffolk is now developing action plans to realise their aspirations.

Case Study - LAA monitoring –Wolverhampton

The Wolverhampton Local Area Agreement was signed on 22nd March 2005. Although a 3 year Agreement it was acknowledged to be 'developmental' with the initial agreement providing '....a framework within which additional elements can be added...' The Wolverhampton LAA is described as a 3 year rolling programme which provides an opportunity for annual 'refresh' or update.

The Wolverhampton LAA was "Refreshed" in 2006 to update the existing LAA, and expand its scope. This extended the timeframe to April 2009. The Agreement remains a 3 year agreement with annual updates.

The Wolverhampton LAA explicitly identifies culture as an area for development during year 1 and a reward element target is included in relation to children and young people accessing sport and P.E. This target sets percentages for participation up to 2009.

- Target - Improved health of children and young people through increased participation in sport and physical activity which promotes healthier lifestyles.
- Performance measure - %age of young people participating in sport intervention that continue to participate regularly in sport after intervention is complete.

Existing - 45%
2006-07 - 50%
2007-08 - 55%
2008-09 - 60%

Cultural activities also play a significant part in delivering other outcomes for the LAA; for example in supporting educational attainment, promoting the image of the City and supporting economic development and entrepreneurship.

To manage and monitor the work of LAAs H.M. Treasury, the National Audit Office, the Audit Commission, the Cabinet Office and the Office of National Statistics proposed the FABRIC model of performance management:

F– focuses on the organisations aims and objectives

A – appropriate to, and useful for, the stakeholders that are likely to use it

B – balanced, giving a picture of what the organisation is doing, covering all significant areas of work

R – robust in order to withstand organisational changes and individuals leaving

I – integrated into the organisation, being part of the business planning and management process

C – cost effective, balancing the benefits of the information against the cost

In addition, for each LAA there are six-monthly performance review meetings at which areas report on progress against outcomes and targets to the Regional Government Office. The meeting checks progress on:

- performance against outcomes and targets;
- continued strength of partnership working, with the VCS and local people;
- development of further performance management and delivery mechanisms;
- spend to date against profile.

With targets set against performance, the FABRIC model and regular reviews and reporting to Government Office, it could be said that LAAs are well monitored. However, because of the multi-partner and cross cutting nature of the Wolverhampton LAA they were anxious to develop their own internal monitoring systems

Wolverhampton recognised that robust performance management systems are key to monitoring the delivery of their outcomes. To this end they have looked at current arrangements and have introduced some significant changes, these include:

- Partnership agreement to a **common approach to Performance Management** linked at the strategic level to the Community Plan.
- A parallel exercise to 'refresh' the Community Plan to reinforce synergy with the LAA and provide updated strategic performance measures.
- The recent publication of the second **Partnership Annual Report** to include performance information in relation to the Community Plan.
- Partnership agreement to use the LAA to drive the introduction of Performance Management across all aspects of partnership work.
- The establishment of a **Partnership Project and Performance Board** to oversee the development of the LAA and coordinate performance reporting in relation to the LAA.
- Cross-partner agreement to the use of a **common data handling system** (TEN).
- Web based hosting of TEN to enable cross-partner access.
- The development and implementation of a **joint approach to data analysis** and reporting through the creation of a joint data 'team' and LAA performance reporting to theme partnerships through the first annual reporting cycle.

The government has recently published a table of success criteria for LAAs, which is more about the process of working than outcomes. Evidence of successful monitoring is still scarce and the evaluation of the pilots published in January 2006 recognises that it is too soon to draw clear conclusions on their effectiveness - LSP Evaluation and Action Research Executive Summary ODPM January 2006 www.dclg.gov.uk