

## Annual review template


LSPs should present their traffic light assessments and the evidence used to reach these assessments for discussion at the annual review. LSPs may want to use this template as a starting point. Following the annual review GO will send NRU a short report using this template.

### Plymouth 2020 – The Local Strategic Partnership

#### Performance Management Report, Annual Review 2005

LSP Overall Assessment –

**RED/AMBER – Score 12**

<p>Strengths (to include progress  towards targets)</p>	<p>Issues to be addressed</p>
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<b>include progress towards targets)</b>	
<p><u>Progress towards Health NR floor targets:</u></p> <ul style="list-style-type: none"> <li>• Two targets recognised within City Strategy – Life expectancy and teenage conceptions</li> <li>• Two targets not recognised within City Strategy – Road casualties – adults and children</li> </ul> <p>Progress unknown against all 4 targets</p> <p><u>Progress towards LPSA targets:</u></p> <ul style="list-style-type: none"> <li>• Reducing teenage pregnancy LPSA established</li> </ul> <p><u>Progress towards narrowing the gap:</u> Health have identified the key deprived areas requiring focus as: Devonport, Stonehouse, North Prospect, Barne Barton, Ernesettle, Honicknowle – baselines established</p> <p>There are NRF, NDC and other initiatives taking place.</p> <p>The Health and Well-being partnership is the official commissioning body for the Neighbourhood Renewal Fund.</p> <p><u>Progress towards addressing race equality and diversity:</u> Unknown</p> <p><u>Strengths:</u></p> <ul style="list-style-type: none"> <li>• Joint partnership working between health and Plymouth City Council – joint appointment of Director of Public Health</li> <li>• Drug Action Team has been successful</li> <li>• PCT Produced Our City's Health</li> <li>• Health are joint working with the Crime partnership</li> </ul>	<p>1.1 Lack of clarity at Board level on the NR floor targets for health and how they relate locally</p> <p>1.2 Unclear on how LPSA can enhance the NR floor target and vice versa</p> <p>1.3 No evidence of how we are narrowing the gap in relation to the health targets and trends</p> <p>1.4 Unclear role of the Health and Well-being partnership – is it the managing agent for the targets?</p> <p>1.5 Unclear if there are any health targets that are focusing on addressing race equality and diversity</p> <p>1.6 Lack of awareness of successful initiatives taking place within the health arena</p> <p>1.7 Unclear how the listed initiatives (and any others) under Strengths are addressing weaknesses in deprived areas</p>

## 2. Education

Traffic light assessment

Red (1 point)

### Strengths (to include progress towards targets)

### Issues to be addressed

#### Progress towards Education NR targets:

- Two floor targets recognized within City Strategy – Secondary education English, math, ICT and Science standards to level 5. GCSE grades A\*-C (or equivalent) pupils
- Two floor targets not recognized within City Strategy - GCSE grades A\*-C (or equivalent) for 16 year olds and Primary education standards of Level 4 in English and math

Progress unknown against all four targets at Board level

#### Progress towards LPSA targets:

- Raising standards in schools and colleges of Key stage 3 pupils achieving Level 5 + in English, Math and Science exams

#### Progress towards narrowing the gap:

Unknown at Board level

There are NDC, NRF and other initiatives addressing the issue

Plymouth Learning and Work Partnership is the commissioning body for the Neighbourhood Renewal Fund

#### Progress towards addressing race equality and diversity:

Unknown

#### Strengths:

Good performing service within Plymouth City Council (as evidenced in CPA04?)

2.1 Unclear at Board level what the NR floor targets for education are.

2.2 Unclear how LPSA target can enhance the NR floor target and vice versa


2.3 No evidence of how we are narrowing the gap in relation to the education targets and trends

2.4 Unclear if there are any education targets that are focusing on addressing race equality and diversity

2.5 Lack of awareness of successful initiatives taking place within the education arena

2.6 Unclear how the listed initiatives (and any others) under Strengths are addressing weaknesses in deprived areas

2.7 Unclear at Board level of the role of Learning and Work Partnership – is it managing agent for the targets?

3. Employment (Jobs/Worklessness)		Traffic light assessment  Amber/red (2 points)
Strengths (to include progress towards targets)	Issues to be addressed	
<p><u>Progress against NR Floor targets:</u></p> <ul style="list-style-type: none"> <li>• One floor target recognised within City Strategy – unemployment rates</li> <li>• One floor target partially recognised within City Strategy - level of enterprise</li> </ul> <p>Progress unknown at Board level</p> <p><u>Progress against LPSAs</u> No LPSAs in this area</p> <p><u>Progress towards narrowing the gap:</u> Unknown</p> <p>There are NRF, NDC and other initiatives addressing this issue</p> <p>The Learning and Work Partnership is the commissioning body for the Neighbourhood Renewal Fund</p> <p><u>Progress towards addressing race equality and diversity:</u> Unknown</p> <p><u>Strengths:</u></p> <ul style="list-style-type: none"> <li>• Production of City Growth Strategy and appointment of Project Manager</li> <li>• Establishment of 'Construction Skills Initiative'</li> <li>• Pioneering Local Development Framework – Area Action Plans – built on Mackay Vision</li> <li>• Leading Business Improvement District</li> <li>• Skills for Life Initiative</li> </ul>	<p>3.1 Unclear at Board level of the NR floor targets for Jobs/Worklessness area</p> <p>3.2 No evidence of how we are narrowing the gap in relation to the jobs/worklessness targets and trends</p> <p>3.3 Unclear if there are any jobs/worklessness targets that are focusing on addressing race equality and diversity</p> <p>3.4 Lack of awareness of successful initiatives within the job/worklessness arena</p> <p>3.5 Unclear how the listed initiatives (and any others) under Strengths are addressing weaknesses in deprived areas</p> <p>3.6 Unclear of the role of the Learning and Work Partnership – is it the managing agent for targets?</p>	

**4. Crime**

Traffic light assessment

Red (1 point)

<b>Strengths (to include progress towards targets)</b>	<b>Issues to be addressed</b>
<p><u>Progress against NR Floor targets:</u></p> <ul style="list-style-type: none"> <li>• Five areas within one target – overall crime, fear of crime, ranking of CDRP, vehicle crime, burglary</li> <li>• Two areas are recognized within the City Strategy – vehicle crime and domestic burglary</li> </ul> <p><u>Progress against LPSAs</u></p> <ul style="list-style-type: none"> <li>• Vehicle crime reduction LPSA</li> </ul> <p><u>Progress towards narrowing the gap:</u> Unknown at Board level</p> <p>There are NDC, NRF and other initiatives addressing this issue</p> <p>The Crime and Disorder Partnership is the commissioning body for the Neighbourhood Renewal Fund</p> <p><u>Progress towards addressing race equality and diversity:</u> Unknown</p> <p><u>Strengths:</u></p> <ul style="list-style-type: none"> <li>• Homesafe initiative</li> <li>• Drugs Harm Reduction Initiative</li> <li>• Women’s Aid – Domestic Violence Initiative</li> <li>• Police Neighbourhood Beat areas and managers</li> <li>• Multi-agency Anti-social behaviour unit</li> </ul>	<p>4.1 Unclear at Board level of detail around the areas within floor target not covered</p> <p>4.2 Unclear how LPSA targets enhances NR floor target and vice versa</p> <p>4.3 No evidence of how we are narrowing the gap in relation to the crime targets and trends</p> <p>4.4 Unclear if there are any crime targets that are focusing on addressing race equality and diversity</p> <p>4.5 Lack of awareness of successful initiatives taking place within the crime arena</p> <p>4.6 Unclear how the listed initiatives (and any others) under Strengths are addressing weaknesses in deprived areas</p> <p>4.7 Unclear of CDRP and how relates to LSP – is it managing agent for the targets?</p>

**5. Housing**

Traffic light assessment

**Red (1 point)**

<b>Strengths (to include progress towards targets)</b>	<b>Issues to be addressed</b>
<p><u>Progress against NR Floor targets:</u></p> <ul style="list-style-type: none"> <li>Two areas within one target, social housing and private sector housing- partially recognised within City Strategy</li> </ul> <p>Progress unknown</p> <p><u>Progress against LPSAs</u></p> <ul style="list-style-type: none"> <li>Improve quality of private sector housing</li> </ul> <p>Progress unknown</p> <p><u>Progress towards narrowing the gap:</u></p> <p>Unknown</p> <p>There are NDC, NRF and other initiatives addressing the issue</p> <p>Streets, Housing and Environment Partnership are the commissioning group for the Neighbourhood Renewal Fund</p> <p><u>Progress towards addressing race equality and diversity:</u></p> <p>Unknown</p> <p><u>Strengths:</u></p> <p>New Deal for Communities (NDC) – urban village for Devonport</p> <p>Efford Building Communities</p> <p>Local Authority Stock Options Process</p> <p>East End Renewal Area</p>	<p>5.1 Unclear at Board level of details of areas within floor target not covered</p> <p>5.2 Unclear how LPSA target enhances NR floor target and vice versa</p> <p>5.3 No evidence of how we are narrowing the gap in relation to the housing targets and trends</p> <p>5.4 Unclear if there are any housing targets that are focusing on addressing race equality and diversity</p> <p>5.5 Lack of awareness at Board level of successful initiatives taking place within the housing arena</p> <p>5.6 Unclear how the listed initiatives (and any others) under Strengths are addressing weaknesses in deprived areas</p> <p>5.7 Unclear of Streets, Housing and Environment partnership is the managing agent for these targets</p>

6. Qualitative aspects of LSP Performance	Traffic light assessment	Amber/red (2 points)
Strengths (including review of partnership working and NRF spend)	Issues to be addressed	
<p><u>Strategic</u> (– is there a plausible plan that links priorities, baseline data, interventions and outcomes?)</p> <p>Plans are not cross-referenced. Targets are unclear. Actions are undefined. Corporate plans are disjointed.</p> <p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Published City Strategy &amp; Action Plan 2004</li> <li>• Published NRS in 2002</li> </ul> <p><u>Inclusive</u> (– does the LSP include all key sectors?)</p> <p>Minority communities and other priority groups (young people, deprived areas etc) are not directly nor indirectly represented at Board level</p> <p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Public/Private/Community and Voluntary Sectors are equally represented at Board level</li> <li>• Business Sector support – LSP Office</li> <li>• Community and Voluntary Sector – included via the election process within the Plymouth community Network – over 200 members</li> <li>• YP Mix – launch of young people’s website</li> <li>• Race Relations Project kick-started Jan 05 by the LSP Board</li> </ul> <p><u>Action Focused</u> (– does the LSP track progress and act when there are delays or barriers?)</p> <ul style="list-style-type: none"> <li>• Progress is not tracked against NR floor targets or City Strategy targets</li> </ul> <p><u>Performance Managed</u> (– is a performance management culture embedded in the partnership?)</p> <ul style="list-style-type: none"> <li>• Poor performance management system – progress could be very poor and we would not be aware to take corrective action.</li> <li>• Lack of informed communication about the NR targets and how this fits in with the overall City-wide LSP</li> </ul> <p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Champion for Performance Management established 10.11.04.</li> <li>• PM Project is slow as not resourced</li> </ul>	<p>6.1 Lack of awareness at Board level of agreed (or not agreed?) priorities and targets</p> <p>6.2 Lack of focus at Board level on Neighbourhood Renewal and City Strategy</p> <p>6.3 Lack of Community Strategy Audit - Lack of appropriate baseline data</p> <p>6.4 Lack of quality of life indicators</p> <p>6.5 Lack of links to Local Govt Act 2000 – improve social, economic and environmental well-being</p> <p>6.6 Disjointed agency corporate plans</p> <p>6.7 Lack of established approach across the three sectors for their inclusion with the LSP</p> <p>6.8 Lack of direct/indirect engagement of minority communities</p> <p>6.9 Voluntary and Community Sector feel sidelined and unequal players</p> <p>6.10 Lack of monitoring arrangements to track progress on inclusion or high level outcomes</p> <p>6.11 Short-term priorities and deadlines from GOSW create a lack of a holistic approach for Plymouth with a longer-term view.</p> <p>6.12 Lack of awareness at Board level of neighbourhood renewal initiatives and their evaluation creates an inability to share good practice.</p> <p>6.13 Lack of Board member presence at National LSP Conference – March 05.</p> <p>6.14 Lack of appropriate local mechanism to exchange information at the strategic and operational level.</p> <p>6.15 Lack of strategic plans in place for spend of future NRF</p> <p>6.16 Lack of links with related local initiatives ie SSCF, NDC, NRF, CEN.</p> <p>6.17 Limited personnel, finance and systems within the LSP Office to manage and co-ordinate activities</p>	

<ul style="list-style-type: none"> <li>• Plymouth City Council's QPR PM system has been adopted by the LSP 10.04</li> <li>• 10 hallmarks of effective PM agreed at last Board meeting 01.04.05</li> <li>• Plymouth Monitoring and Evaluation Development Group established by the NR team</li> </ul> <p><u>Efficient</u> (– is the LSP adding value and supporting all neighbourhood renewal initiatives?)</p> <p>No. LSP Office has limited capacity and sustainable systems to support it to enable an efficient and informed approach.</p> <p><u>Learning and Development</u> (– are you learning from good practice in your partnership, elsewhere, and from renewal.net?)</p> <ul style="list-style-type: none"> <li>• Good practice for LSP model identified by GOSW in Croydon and model has been reproduced for Plymouth</li> <li>• Implementing project-by-project approach within partnership – 30 people trained</li> <li>• Adopted good practice from Plymouth City Council on their performance management system</li> </ul> <p><u>NRF Spend</u></p> <ul style="list-style-type: none"> <li>• Spend within 5% of allocation</li> </ul>	
<p><b>7. Improvement Planning</b> <span style="float: right;">Traffic light assessment  <span style="background-color: #00FF00; padding: 2px;">Green (4 points)</span></span></p>	
<b>Strengths</b>	<b>Issues to be addressed</b>
<ul style="list-style-type: none"> <li>▪ A comprehensive improvement plan produced with realistic timescales</li> <li>▪ Chair of LSP has initially approved the self-assessment and Improvement Plan</li> <li>▪ Executive Group signed off on 18<sup>th</sup> May 05</li> <li>▪ Full LSP Board to sign off at June 05 meeting</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project plans yet to be produced and cross-referenced within Improvement Plan – expected timescale for completion – May 05.</li> </ul>

### LSP Summary

This self-assessment has been carried out with the following people on 15<sup>th</sup> April 2005:

- Georgie Constable, P2020 Board Member (Champion for Neighbourhood Renewal)
- Nigel Pitt, Director of Development, Plymouth City Council (Lead Officer for a Prosperous Economy)
- Robert Plumb, Neighbourhood Renewal Manager (Lead Officer for Neighbourhood Renewal)
- Ann James, P2020 Board Member (Champion for 'A Healthier City')
- Morris Watts, P2020 Board Member (Champion for Performance Management and 'A Safer City')
- Sally Kittle, P2020 Executive Group Member (Job Centre Plus)
- Carole Burgoyne, Head of Policy and Performance, Plymouth City Council
- Giles Perritt, Head of Special Projects, Plymouth City Council

- Mike Symons, Neighbourhood Renewal Advisor, Government Office for the South West
  - Amelia Holman, Facilitator, P2020
1. Plymouth LSP's inability to track progress on agreed targets has seriously affected the Board's capability to complete the 'Reviewing Outcomes' section and act where required to ensure achievement.
  2. Confusion by all parties at Board level between the neighbourhood renewal agenda and the citywide agenda has also stalled progress.
  3. This particular self-assessment process has been hindered by late guidance and short deadlines for completion expected by government, although the reasons for this are appreciated.
  4. A lack of linkage to the voluntary Performance Management Framework for LSPs (on neighbourhood.gov) and the Audit Commission's Partnership Wheel to this process has created confusion. Also, the lack of a clear brief from the appointed Assignment Manager for Plymouth from the Neighbourhood Renewal Unit (via GOSW) means there may be potential for duplication of effort.
  5. To overcome some of this we have enhanced this Self-assessment and Improvement Planning process by cross referencing with Plymouth's Audit Commission Report Oct 04 and will be sharing the outcome of this with the Assignment Manager at the earliest opportunity. Perhaps this could be raised in your report to the NRU following the submission of this document.
  6. There has been a large amount of excellent activity within Plymouth that we are proud of, however there is a recognition that we will need to refocus our efforts to create greater impact on deprived communities and groups to narrow the gap.
  7. There is much enthusiasm from Board Members to facilitate change within the LSP.
  8. The LSP Improvement Plan has stated lead officers for each issue from the Council, however these are monitoring officers only. The specific projects will require Board Champions in some instances and project leads from other agencies. These project remits will be finalised by the end of May 05.

Contact Officer:  
Alison Hernandez  
Local Strategic Partnership Manager  
Tel: 01752 515484  
[lsp@plymouth.gov.uk](mailto:lsp@plymouth.gov.uk)