

## **BUSINESS SUPPORT OVERVIEW AND SCRUTINY COMMITTEE**

**17 JULY 2008**

### **LOCAL AREA AGREEMENT –UPDATE AND NEXT STEPS**

Report from: Stephanie Goad, Assistant Director Communications,  
Performance and Partnerships

Authors: Yvonne Wilson, Local Strategic Partnership Manager  
Julie Keith, Head of Democratic Services

#### **Summary**

This report updates the Committee on progress in agreeing and implementing the second local area agreement (LAA) which is the key document setting the improvement priorities for Medway to be delivered by the council and its partners. The report also sets out progress in the development of new working arrangements for the local strategic partnership (LSP), the arrangements for monitoring performance against the LAA targets and the role of overview and scrutiny committees in scrutinising the achievement of LAA outcomes.

#### **1. Budget and Policy Framework**

- 1.1 This Council has chosen to assign responsibility for approval of the local area agreement to the full Council. Medway's second LAA was considered and agreed by the Council at its meeting on 28 May 2008.
- 1.2 The priorities for the local area agreement flow from and are consistent with Medway's community plan, adopted as part of the policy framework in November 2006.

#### **2. Background**

- 2.1 On 28 May the Council approved the Council's LAA submission and also approved a lead partner for each target as set out in Appendix 1 to this report. Authority was delegated to the Chief Executive, in consultation with the portfolio holder for customer first and corporate services, to finalise NI152 which is the target relating to a reduction in the number of working age people on out of work benefits.

2.2 This Committee considered reports on the LAA at its meetings on 7 February 2008 and 12 May and requested a further report mapping the LAA targets across each of the council's overview and scrutiny committees with a view to exploring how the committees can effectively monitor and scrutinise outcomes.

2.3 Other areas highlighted for further discussion included:

- Support for councillors in developing an understanding of the LAA and how it will work
- Development of a relationship and dialogue between the LSP, each of the thematic partnerships and overview and scrutiny committees
- The format and timing for presentation of performance monitoring information on LAA target delivery
- Experience in other local authority areas and emerging best practice in scrutiny of LAAs
- How overview and scrutiny committees can influence the ongoing development of Medway's Sustainable Communities Strategy and the LAA

### **3. Progress to date**

#### **3.1 Local Area Agreement –sign off and action plans/resourcing**

3.1.1 The LAA was submitted to the Government Office for the South East (GOSE) on 30 May following final approval by the full council on 28 May.

3.1.2 Confirmation has been received that there is now full support across Whitehall for the draft Local Area Agreement (LAA) that has been negotiated with GOSE. We await official sign off by the Secretary of State which will give the LAA its formal status

3.1.3 The Local Government and Public Involvement in Health Act introduced the concept of 'named partner' – a list of organisations who, once they sign up to LAA targets, are placed under a statutory duty to 'have regard' to the targets in planning and delivering their service. In practice this means that for the LAA targets they sign up to, the organisations, including the council, must make provision for planning delivery, resource allocation; raising awareness of responsibilities with staff; overall business planning and performance management.

3.1.4 Steps have been taken to secure formal confirmation from the relevant agencies detailed as *leading* and / or *supporting* delivery of specific indicators in the LAA of their acceptance of the role they are now required to play in the ongoing implementation of the LAA. This process is intended to ensure all the partners to the LAA delivery fully appreciate the contribution they must now play and further encourages other partners to consider what contribution they might also make. This exercise is beginning to strengthen the relationship between local stakeholders and the LAA and LSP and is also helping to develop new

links with partners who previously may not have been engaged with the LSP. The named partners for Medway's LAA are shown in bold in the table at 4.3.1.

3.1.5 Work is also underway to ensure that delivery/action plans are in place for each of the LAA indicators. For some of the indicators detailed action plans are already in place, in the case of others, particularly where the indicators are new, action plans are being developed for the first time. The responsibility for the development of effective delivery plans is with the lead partner for the relevant indicator.

3.1.6 At its discussion in May Business Support Overview and Scrutiny Committee indicated its desire for relevant O&S committees to receive the action plans relating to the targets to enable them to begin effective scrutiny.

### **3.2 Developing the role of the LSP and thematic partnerships**

3.2.1 In parallel with the development of the LAA, the LSP has undertaken a fundamental review of its operation to ensure that the Partnership is 'fit for purpose' to deliver an excellent LAA.

3.2.2 The number of LSP *main lead thematic partnership groups* has been reduced from ten to five.

3.2.3 The LSP board has agreed to *assign each theme / headline priority / outcome target in the new LAA* to an LSP main lead thematic partnership group.

3.2.4 The strategic capacity of the main board has been strengthened with a new membership line – up to ensure a proper focus on the broader ambitions for the area. In addition, the new board line-up will provide the necessary drive to deliver measurable and sustainable change on LSP priorities.

3.2.5 The LSP Board has also agreed to establish effective synergy of action across and between the 'family' of LSP partnership groups and stakeholders. Improved communication, planning, co-ordination of action is intended to be driven by the new LSP Operational Group and expressed through better co-operation across the network of main lead thematic partnerships and the task groups where actions to deliver LSP priorities will be focused.

3.2.6 A network of existing support officers is being established to support the delivery of the LSP priorities through the thematic partnerships. It is intended to assist with effective programming, dissemination of information across the partnership structures and the sharing of best practice in delivering improvement through partnership working.

3.2.7 The new line up of the LSP Board membership reflects the importance we are continuing to place on partnership activity in Medway.

Representation is drawn from the amongst the chief officers and lead members of the main public sector bodies in the area; seats for the chairs of the leading partnership bodies; involvement from the main community and voluntary sector umbrella groups /networks and key regional bodies. The LSP Board is now set to act as the strategic hub of local partnership activity, leading and directing the main partnership bodies which will each give effect to the ambitions set out in the sustainable community strategy and articulated in the new LAA.

- 3.2.8 At its meeting in May, the LSP Board agreed the allocation of LAA targets to its five main lead thematic partnerships and asked them to take appropriate measures to oversee the development of specific, measurable delivery plans and monitoring / evaluation arrangements for the relevant improvement indicators. Work is in progress to implement these directions from the LSP Board.

### **3.3 Performance reporting and financial accountability framework**

- 3.3.1 Significant work has been undertaken to agree the targets for the LAA priorities. The targets will be monitored on an ongoing basis. For some of the indicators this will mean monthly, for others quarterly and for a small number six monthly. Even where the requirement to report is annual action plans are being finalised to monitor performance and direction of travel on a more frequent basis using proxy indicators where necessary.
- 3.3.2 The council is currently introducing new performance management software which will be used to monitor these indicators, along with the remaining indicators from the New Indicator Set and the basket of critical success factors. This system is currently being installed and it is hoped that it will be used for reporting purposes from the mid point in the reporting year.
- 3.3.3 Performance data will be reported and monitored at a number of levels. At partnership level – it will be monitored by the lead thematic partnerships and the Executive Board. At an organisational level, the organisation with lead responsibility for a target will build that into their own performance management framework. The council is in a unique position – being responsible for managing the performance of the targets it leads on, and being required to maintain an overview of performance as a whole. Overview and scrutiny will also have this dual monitoring role as it has a remit to scrutinise the delivery of LAA targets and the contributions of named partners.

## **4. Next steps for Overview and Scrutiny Committees**

- 4.1 In common with other local authorities Medway is in the process of establishing arrangements for the ongoing scrutiny of the LAA. The IDeA and CfPS have published guidance on what has been done to scrutinise LAAs in the past and are producing ideas for the future. Some of the available case studies describe interesting initiatives in

other areas that Medway may wish to explore further and draw upon. In the main, activity in other councils seems to be focussing on:

- reviewing the effectiveness of LSP operational working arrangements and the relationship between the LSP and overview and scrutiny committees
- building member capacity in relation to partnership working and scrutiny of partnerships,
- joint consideration by LSPs and overview and scrutiny members of how partner organisations can be effectively held to account for delivery of LAA targets,
- mapping of partnerships and the development of protocols and a joint understanding of the role of overview and scrutiny.

4.2. The Centre for Public Scrutiny has established four principles of effective scrutiny and in recent guidance it comments on the application of these principles when developing an approach to the scrutiny of LAAs:

- **Providing “critical friend” challenge** – the CfPS stresses that scrutinising the LAA involves dealing with partners with whom the council has built good relationships and with whom the council will be working in the years to come. The CfPS recommends discussion with partners about how scrutiny works and what is expected from them in terms of engagement with overview and scrutiny committees. Some local authorities are already mapping the partners they will be dealing with and working towards agreed protocols. This could be a component of the programme for a future session involving the LSP and overview and scrutiny councillors – see paragraph 4.3.5 below
- **Enabling the voice and concerns of the public and its communities** – the CfPS describes councillors as the “bridge between the lofty aspirations of the LAA and the people whose lives and services are being improved”. It will be important when scrutinising outcomes against targets that councillors are able to seek and provide feed back on the experience of their constituents at ground level and the CfPS says this can particularly useful in relation to targets relating to local concerns such as street cleanliness.
- **“independent minded governors” leading and owning the scrutiny process** – the CfPS recommends a joined up approach to scrutiny at a local level to ensure that overview and scrutiny committees and other bodies with responsibility for holding LAA partners to account are not duplicating effort and creating an unduly heavy scrutiny burden.
- **driving improvement in public services** - the CfPS emphasises the importance of simple and accessible performance monitoring information that demonstrates clearly what service improvements

are being delivered. For example, good performance management information would include clear reasons for slippages and an explanation of steps to be taken to re-prioritise or remedy any underperformance.

- 4.2.1. Medway wishes to respond to this emerging best practice as it develops its approach. The following sections propose immediate next steps.

### 4.3 Building member capacity

- 4.3.1 With regard to scrutiny of the LAA the Local Government and Public Involvement in Health Act 2007 allows a power for the Secretary of State to make regulations concerning the information, which certain partner organisations must provide to overview and scrutiny committees. The organisations likely to be included are those listed in the Act as having a duty to co-operate in determining local improvement targets in the LAA. The Act includes a requirement, that where a report or recommendations from an overview and scrutiny committee concern a local improvement target which is specified in the LAA and which relates to a partner authority, that authority must have regard to the report or recommendations. The partner authorities listed in the Act are as follows. The 'named partners' for Medway's LAA are shown in **bold**.

District councils	<b>Primary Care Trusts</b>
The Environment Agency	<b>National Health Service Trusts</b>
Natural England	<b>NHS Foundation Trusts</b>
<b>Fire and rescue authorities</b>	Joint Waste Authorities
<b>Jobcentre Plus</b>	Joint Waste Disposal Authorities
The Health and Safety Executive	<b>Regional Development Agencies</b>
The Broads Authority	<b>The Learning and Skills Council</b>
National Park Authorities	<b>Sport England</b>
<b>Youth Offending Teams</b>	English Heritage
<b>Police authorities</b>	Arts Council
Transport for London	Museums, Libraries and Archives Council
Chief Officer of Police	<b>Highways Agency</b>
<b>Local Probation</b>	Metropolitan Passenger Transport
Probation Trusts and <b>other providers of probation services</b>	Authorities
	Others could be added by Secretary of State (by Order)

- 4.3.2 This represents a significant extension of the role of overview and scrutiny committees in holding partner organisations to account.

Currently only NHS bodies have a statutory duty to provide information to overview and scrutiny committees and also to attend meetings, answer questions and consult overview and scrutiny committees about substantial service developments or variations. Overview and scrutiny committee members now face the challenge of understanding how a wider range of partner organisations work and how they are contributing to the achievement of the strategic vision for Medway and the priority outcomes for the area.

4.3.3 Over the last few months there have been three interactive sessions for councillors with the aim of building an understanding of the LAA, the LSP and partnership working as follows:

- 19 March and 24 April – sessions on the changing role and operation of local authorities facilitated by Robert Hill, an Adviser for the Leadership Centre for Local Government
- 4 April – briefing for all Councillors on the LSP and LAA lead by Stephanie Goad, Assistant Director Communications and Improvement, Chief Superintendent Jan Stephens and Ahmad Eslami from the Learning and Skills Council

4.3.4 These sessions have been well supported with positive feedback. It is recommended that further member development should now focus on building links with the LSP and its thematic partnerships with specific briefings from partner organisations after each overview and scrutiny committee has considered the emerging action plans associated with the LAA targets.

4.3.5 The Committee is recommended to agree the following:

- That a facilitated event should be organised later in the year to bring together the LSP and overview and scrutiny councillors to discuss the accountability framework for the LAA and how overview and scrutiny committees can effectively and constructively scrutinise and challenge the lead partnerships. If members agree this recommendation a report will be submitted to LSP Board for its July meeting, briefing them on the changing role of O&S in relation to partnership working and the LAA, and inviting their sign up to the joint facilitated event.
- That each overview and scrutiny committee should consider the action plans attached to relevant LAA targets and identify areas where further member development is required so that this committee can commission and coordinate a further programme of briefing sessions to which all councillors are invited
- That a session for all Members should be organised to provide an introduction to the new performance management framework and software as set out in paragraph 3.3 above

#### **4.4 Future Monitoring of LAA targets and outcomes**

- 4.4.1 As set out in paragraph 3.1 above Medway Council has ultimate accountability to Government for the achievement of targets within the LAA. Partner organisations named in the Local Government and Public Involvement in Health Act 2007 have a duty to co operate with the Council in negotiating and fulfilling the LAA and robust arrangements are being established to ensure the performance and financial management framework for delivery of the LAA is effective.
- 4.4.2 The first report on performance against LAA targets will be presented to the LSP, Cabinet and overview and scrutiny committees later in the year. This will be the point at which overview and scrutiny committees may wish to identify areas for further detailed scrutiny and investigation.
- 4.4.3 Appendix 1 sets out how the LAA Targets are mapped across each of the council's overview and scrutiny committees and it is recommended that this report is now referred to each of the other overview and scrutiny committees for consideration. As set out in paragraph 4.3.5 above action plans for each target will also be presented with an invitation to members to identify areas where further briefings should be provided.

#### **5. Financial and legal implications**

- 5.1 The Local Government and Public Involvement in Health Act 2007 places the duty on councils to lead in the preparation of the LAA for the area.
- 5.2 The Act provides new powers for overview and scrutiny committees enabling them to scrutinise local improvement targets, require information from partner organisations signed up to LAA targets and require those organisations to have regard to scrutiny recommendations, which relate to a relevant local improvement target.
- 5.3 These new powers do not apply to the Police, to avoid conflict with the powers set out in the Police and Justice Act 2006 which are not yet in force. Powers also already exist for scrutiny of National Health Service bodies.
- 5.4 Action on the LAA targets so far as this relates to the council is, for this financial year, consistent with agreed budgets. Proposals for future years of the LAA will be considered as part of budget setting.



## **6. Recommendations**

The Committee is recommended to:

- 6.1 refer the report to the other overview and scrutiny committees drawing attention to Appendix 1 which maps the LAA targets across each committee
- 6.2 agree that each overview and scrutiny committee should consider the action plans attached to relevant LAA targets and identify areas where further member development is required so that this committee can commission and coordinate a further programme of briefing sessions to which all councillors are invited
- 6.3 agree that a facilitated event should be organised later in the year to bring together the LSP and overview and scrutiny councillors to discuss the accountability framework for the LAA and how overview and scrutiny committees can effectively and constructively scrutinise and challenge the lead partnerships
- 6.4 agree that a session for all Members should be organised to provide an introduction to the new performance management framework and software as set out in paragraph 3.3.2 above.

### **Lead officer contacts**

Yvonne Wilson, LSP Manager, Research and Review, Gun Wharf, 01634 332043

Email: [yvonne.wilson@medway.gov.uk](mailto:yvonne.wilson@medway.gov.uk)

Julie Keith, Head of Democratic Services, Gun Wharf, 01634 332760

Email: [julie.keith@medway.gov.uk](mailto:julie.keith@medway.gov.uk)

### **Background papers**

Reports on LSP and LAA considered by the Business Support Overview and Scrutiny Committee on 7 February and 12 May 2008

Report on Medway's second LAA 2008-2011 to full Council on 28 May 2008

IDeA guidance – A wider conversation: effective scrutiny of local strategic partnerships

CfPS guidance – How to win friends and influence partners: strengthening local area agreements through constructive scrutiny



**APPENDIX 1**

Theme LSP Thematic Partnership	National Improvement Indicators	Lead Partner	Supporting Delivery Partners	Portfolio holder	Overview and scrutiny committee
<b>Children, young people and families</b>  <i>Children &amp; Young People Strategic Partnership</i>	<b>NI 51*</b> Effectiveness of child and adolescent mental health (CAMHs) services. DCSF DSO	Medway Primary Care Trust (PCT)	* Primary Care Trust (PCT), Kent & Medway NHS & Social Care Partnership Trust, Medway Council, Children & Young People Strategic Partnership (CYPSP)	Cllr Wildey	Children and Adults
	<b>NI 59*</b> Initial assessments for children's social care carried out within seven working days of referral. DCSF DSO	Medway Council	*Medway Council, PCT, Medway NHS Trust, Medway Safeguarding Children Board, Police, CYPSP	Cllr Wildey	Children and Adults
	<b>NI 60*</b> Core assessments for children's social care that were carried out within 35 working days of their commencement. DCSF DSO	Medway Council	*Medway Council, PCT, Medway NHS Trust, Medway Safeguarding Children Board, Police, CYPSP	Cllr Wildey	Children and Adults
	<b>NI 65*</b> Children becoming the subject of a child protection plan for a second or subsequent time. DCSF DSO	Medway Council	*Medway Council, Police PCT, Medway NHS Trust, Medway Safeguarding Children Board, Police, CYPSP	Cllr Wildey	Children and Adults
	<b>NI 112*</b> Under 18 conception rate. PSA 14	PCT / Medway Council	*PCT / Medway Council, Youth Offending Team, Medway NHS Trust, Medway Schools, Connexions - post 1.4.08 Medway Youth Trust (MYT), Targetted Youth Support, CYPSP	Cllr Wicks	Children and Adults
	<b>NI 113*</b> Prevalence of Chlamydia in under 20 year olds. DCSF DSO	Medway Council / PCT	*PCT, Medway Council, Health Protection Agency, Sexual Health Providers, schools and colleges, Medway NHS Trust, Prisons, Armed Forces, Medway Youth Trust	Cllr Wicks/Mason	Children and Adults (although health related matters for over 18s resides with the Health and Adult Social Care OSC)
	<b>16 DCSF</b> Statutory Indicators: NI 92, NI 72, NI 73 or NI 76, NI 93, NI 94, N1 74 or 77, NI 83, NI 95, NI 96, NI 75 or NI78, NI 97, NI 98, NI 87, NI 99, NI 100, NI 101	Medway Council	CYPSP	Cllr Wicks	Children and Adults

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<b>Theme LSP Thematic Partnership</b>	<b>National Improvement Indicators</b>	<b>Lead Partner</b>	<b>Supporting Delivery Partners</b>	<b>Portfolio holder</b>	<b>Overview and scrutiny committee</b>
<b>Health, well being and older people</b>  <i>Health Partnership Board</i>	<b>NI 8</b> Adult participation in sport	Medway Council	Sport England, PCT, HPB	Cllr Doe	Regeneration Community and Culture
	<b>NI 39*</b> Alcohol-harm related hospital admission rates. PSA 25	PCT / Medway Council	Medway NHS Trust, Police, Drug and Alcohol Action Team (DAAT,) Probation, HPB, Community Safety Partnership (CSP), CYPSP, Medway Youth Trust	Cllr Mason	Regeneration, Community and Culture and/or Health and Adult Social Care
	<b>NI 40*</b> Drug users in effective treatment. PSA 25	PCT / Medway Council	Police, Kent Probation, Medway NHS Trust, CVS, Health Partnership Board (HPB), CSP	Cllr Mason	Health and Adult Social Care and/or Regeneration, Community and Culture
	<b>NI 123*</b> 16+ current smoking rate prevalence. PSA	PCT / Medway Council	Health Partnership Board, CYPSP, Medway Youth Trust	Cllr Mason /Cllr Wicks	Health and Adult Social Care
	<b>NI 56* Obesity among primary school age children in Year 6. DCSF DSO</b>	PCT	Medway Council, Medway Schools, CYPSP, HPB	Cllrs Mason with Doe and Wicks	Regeneration, Community and Culture and/or Health and Adult Social Care
	<b>NI 121*</b> Mortality rate from all circulatory diseases at ages under 75. DH DSO	PCT	Medway NHS Trust, HPB	Cllr Mason	Health and Adult Social Care
	<b>NI 124*</b> People with a long-term condition supported to be independent and in control of their condition. DH DSO	PCT	Medway NHS Trust, Kent & Medway NHS and Social Care Partnership Trust, Medway Council, HPB	Cllr Mason	Health and Adult Social Care
	<b>NI 141*</b> Number of vulnerable people achieving independent living. CLG DSO	Medway Council	PCT, Medway NHS Trust, Kent & Medway NHS and Social Care Partnership Trust, HPB	Cllr Mason	Health and Adult Social Care

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<b>Theme LSP Thematic Partnership</b>	<b>National Improvement Indicators</b>	<b>Lead Partner</b>	<b>Supporting Delivery Partners</b>	<b>Portfolio holder</b>	<b>Overview and scrutiny committee</b>
<b>Safe and Strong Medway</b>  <i>Community Safety Partnership</i>	<b>NI 47*</b> People killed or seriously injured in road traffic accidents. DfT DSO – strongly favoured by Medway, not a GOSE priority	Kent Fire & Rescue Services / Medway Council	Police, PCT, Medway NHS Trust	Cllr Filmer	Regeneration, Community and Culture
	<b>NI 17</b> Perceptions of anti-social behaviour. PSA 23	<b>Police</b>	Medway Council, CYPSP, CSP, YOT, CVS, Medway Youth Trust	Cllr Chishti	Regeneration Community and Culture
	<b>NI 1</b> % of people who believe people from different backgrounds get on well together in their local area. PSA 21	Medway Council / Police	CVS, Ethnic Minority Forum, Race Equality Council, CSP, CYPSP, Medway Youth Trust	Cllr Chishti	Regeneration Community and Culture
	<b>NI 4,</b> % of people who feel they can influence decisions in their locality	Medway CVS	Medway Council, NHS Trusts, PCT, Police, The Voice, Medway LINKs, LA21 Forum, Medway Youth Trust	Cllr Janice Bamber	Business Support
	<b>NI 15</b> Serious violent crime rate PSA 23	<b>Police</b>	CSP, Medway Council	Cllr Chishti	Regeneration Community and Culture
	<b>NI 16</b> Serious acquisitive crime rate	<b>Police</b>	CSP, Medway Council	Cllr Chishti	Regeneration Community and Culture
	<b>NI 32*</b> Repeat incidents of domestic violence. PSA 23	<b>Police</b>	Medway Council, Kent Probation, CSP, HPB,	Cllr Chishti	Regeneration Community and Culture
	<b>NI19</b> Rate of young offenders reoffending	<b>Medway Council</b>	<b>Police, Kent Probation, CYPSP, CSP, YOT, Medway Youth Trust</b>	Cllr Wicks	Children and Adults
	<b>NI 30*</b> Re-offending rate of prolific and priority offenders. HO DSO	Kent Probation	Police, CSP	Cllr Chishti	Regeneration Community and Culture

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Theme LSP Thematic Partnership	National Improvement Indicators	Lead Partner	Supporting Delivery Partners	Portfolio holder	Overview and scrutiny committee
<b>Economic development, transport and skills</b>  <i>Economic Partnership Board</i>	<b>NI 152*</b> Working age people on out of work benefits PSA 8	Job Centre Plus	Medway Economic Partnership Board, Learning & Skills Council Medway Council (HR, Adult Social Care, Physical / Social Regeneration), SEEDA, Business Link, RBLI (Pathways to Work contractor), PCT, CBI, IoD, Federation of Small Business; Kent & Medway NHS & Social Care Partnership Trust	Cllr Chitty	Regeneration Community and Culture
	<b>NI 161*</b> Learners achieving a Level 1 qualification in literacy. PSA 2	Learning & Skills Council	Medway Council, Kent Probation, Medway Economic Partnership Board, SEEDA, Kent County Council (for Multi Area Agreement)	Cllr Chitty/Doe	Children and Adults
	<b>NI 163*</b> Working age population qualified to at least Level 2 or higher. PSA 2	Learning & Skills Council	Medway Council, Kent Probation, Medway Economic Partnership Board, SEEDA, KCC (MAA) Job Centre Plus, University for Industries, Mid Kent College, Work Based Learning providers	Cllr Chitty	Children and Adults
	<b>NI 171*</b> VAT registration rate. BERR DSO	Business Link / Medway Council	Chamber of Commerce, Federation of Small Businesses, Revenue & Customs, Medway Economic Partnership Board	Cllr Chitty	Regeneration Community and Culture
	<b>NI 167*</b> Congestion – average journey time per mile during the morning peak. PSA 5	Medway Council	Police, Medway Economic Partnership Board, (Executive Transport Group)	Cllr Filmer	Regeneration Community and Culture
	<b>NI 175</b> access to services and facilities by walking, cycling and public transport	Medway Council	Police, Medway Economic Partnership Board, (Executive Transport Group), PCT	Cllr Filmer	Regeneration Community and Culture

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Theme LSP Thematic Partnership	National Improvement Indicators	Lead Partner	Supporting Delivery Partners	Portfolio holder	Overview and scrutiny committee
<b>Regeneration including housing, environment and culture</b>  <i>Medway Renaissance Partnership</i>	<b>NI* 154</b> Net additional homes provided. PSA20	Medway Council	Medway Renaissance Partnership, Medway Strategic Housing Partnership Board, SEEDA	Cllr Chitty	Regeneration Community and Culture
	<b>NI 155*</b> Number of affordable homes delivered (gross). PSA 20	Medway Council	Medway Renaissance Partnership, Medway Strategic Housing Partnership Board	Cllr Chitty	Regeneration Community and Culture
	<b>NI 156</b> , Number of households living in Temporary Accommodation	Medway Council	Medway Renaissance Partnership, Medway Strategic Housing Partnership Board, RSLs.	Cllr Doe	Business Support
	<b>NI 191*</b> Residual household waste per head. Defra DSO	Medway Council	LA21 Waste Forum	Cllr Filmer	Regeneration Community and Culture
	<b>NI 186</b> Per capita CO <sup>2</sup> emissions in the local authority area. PSA27 –	Medway Council	LA21 forum, PCT, NHS Hospital Trust, Police, Kent Fire & Rescue Services, businesses, CVS, community groups	Cllr Bamber	Business Support