

**LEICESTERSHIRE TOGETHER (LOCAL STRATEGIC
PARTNERSHIP) BOARD**

Monday 3rd July 2006

LOCAL AREA AGREEMENT (LAA) – PROGRESS REPORT

REPORT OF THE LAA PROJECT MANAGER

Purpose of Report

1. To provide the Board with a progress report regarding the implementation of the Leicestershire Local Area Agreement and to seek endorsement for key decisions.

Background

2. At the last meeting the Board resolved to approve the LAA for submission to GOEM and agreed that the Chair and Vice Chair be authorised to agree further changes prior to the formal sign off of the Agreement with the Deputy Prime Minister on the 23rd March.
3. The Board also endorsed the view of the LAA (Officer) Steering Group and the LAA (Board) Champions Group regarding the use of a funding protocol, the allocation of reward funding, the priority neighbourhoods and the proposed pooled and aligned funding.
4. The Local Area Agreement was formally signed on 24th March 2006. Copies of the final submission, together with an abridged version and individual sections on each block, can be found on the Leicestershire Together website (www.leicestershiretogether.org).
5. The LAA (Board) Champions Group met on the 11th May to consider funding issues, neighbourhood management and revised LAA guidance. The note of the meeting is attached as Appendix 1.

Current Issues

- (a) The Strategic Senior Officer Group
6. The Strategic Senior Officer Group (SSOG) (formerly the LAA (Officer) Steering Group) has reconsidered its role in the light of the governance arrangements for the LAA and revised Government guidance on LAA's (published by ODPM on 31st March 2006). It has agreed new terms of reference and membership arrangements (attached as Appendix 2). The Board is requested to endorse these revised arrangements. The minutes of the last meeting of the SSOG are attached at Appendix 3.

(b) LAA Funding

7. Reward Targets – consideration has been given to pump-priming the 12 LAA reward targets. A maximum ‘reward’ of £15.4m will be achieved if the targets are met in full. (Details of the reward targets are also available on the website).
8. Bids were invited from the LAA blocks for pump-priming grants to support the achievement of the reward targets. Following initial consideration by the SSOG the pump-priming requirements were agreed by the Chair and Vice Chair of the Leicestershire Together Board in liaison with the Chair of the SSOG. In all £2.7m is required. The Government provides £1.3m pump-priming grant for the reward targets. Leicestershire County Council is to provide the balance of resources for the achievement of the stretch targets subject to payback from future reward monies.
9. The pump-priming requirements, and the funding process, were agreed by the LAA (Board) Champions Group at its meeting on 11th May (see Appendix 1) and by the County Council’s Cabinet on 30th May.
10. LAA block leads have received written confirmation that they will receive the funding set out in Appendix 4 on receipt of the signed financial protocol and a profiled budget.
11. Other Potential Funding Issues – an issue which may require further consideration is that of the potential cost to ‘host’ organisations in the event of long term sickness absence or maternity leave cover during the life of the reward outcome projects. These potential costs are not covered by the pump- priming resources. The SSOG agreed that initially the relevant block or partners would be asked to manage this within existing funding sources across the block if it becomes an issue. In the event that this cannot be managed then the matter would be referred to the SSOG for consideration.
12. There is also the matter of potential redundancy costs if the activity is not mainstreamed in due course. The SSOG has set up a small working group to look at further guidance on this and ways of minimising the risks. The Board may be asked to consider this further in due course as part of an exit plan.
13. Funding Non-Reward Outcomes – LAA blocks leads were invited by the SSOG to identify specific non-reward outcomes and to bid for pump-priming support. Leicestershire County Council has agreed to contribute pump-priming of £250,000 toward these subject to matching contributions from partner agencies.
14. Appendix 5 outlines the bids and the contributions offered and indicates that the non reward outcomes are now substantially funded. The fact that many agencies have been able to contribute is a very welcome development of partnership working in Leicestershire.

(c) Delivery Plan

15. The majority of the Delivery Plan for each block has now been completed with the exception of the Cleaner & Greener block for which no elements of the plan have been received.

16. Plans have been made available on the Leicestershire Together website. The LAA Board Champions Group has recommended that the Leicestershire Together Board be presented with a summary of the plan including an assessment of risk. This will be submitted to next meeting of the Board.

(d) Performance Management

17. Work is continuing on the development of a performance management system using TENS software. It is expected that this will be in place and able to produce reports for the first six month review. It is intended that reports on meeting key milestones in the delivery plan will also be generated via this system.

18. Initial discussions have taken place with GOEM to assist in clarifying what information and evidence will be required by them so as to ensure expectations are shared and understood. This will include clarification as to requirements for reporting on information which is already public and audited.

19. The County Council is currently recruiting a full time Policy and Performance Officer to enhance capacity in terms of performance management support and co-ordination.

(e) LAA Guidance, Review and Refresh

20. The Department for Communities and Local Government has issued new guidance for Round 3 LAA's and also to govern the 'refresh' of Rounds 1 and 2. The document is available, along with an IDeA commentary, on the Leicestershire Together website.

21. Essentially, for 2007/8, the 'refresh' of the Leicestershire LAA will need to take account of new mandatory outcomes and the additional funding streams advised in the new guidance.

22. Block leads are currently considering the detail of this and the implications for their blocks and across the LAA as a whole. Clarification is being sought from GOEM as to the exact process for incorporating any additional mandatory outcomes and revisions required locally in the light of experience. The refreshed version of the LAA will be signed off on 31st March 2007.

23. The first six monthly review of the LAA will take place on 20th November 2006. This is likely to involve a high level review meeting at Chief Executive level and involving partnership and senior block representatives with some form of pre-meetings on blocks. GOEM will be writing to seek ideas, comment and agreement on the process.

24. A conference is planned in October as part of the review and refresh process (see communications update in work programme report).

(f) Neighbourhood Management

25. The LAA (Board) Champions Group considered a report commissioned from Impower Consultants to provide a framework for the development of neighbourhood

management in the 20 priority neighbourhoods identified in the LAA. The responsibility for neighbourhood management rests with the District-based Local Strategic Partnerships. A summary of the Impower report is at Appendix 6 and the full report is available on the Leicestershire Together website.

26. The Group welcomed the report and requested that the following views be drawn to the Board's attention;
- that neighbourhood managers should have a focussed project management role rather than a more general public contact role;
 - resources to fund neighbourhood manager posts are crucial.

Recommendations

27. It is recommended that the Board:

- (a) Welcomes the final agreement of the Leicestershire LAA in March;**
- (b) Endorses the terms of reference of the Strategic Senior Officer Group;**
- (c) Endorses the decision of the Strategic Senior Officer Group and the LAA Champions Groups that the County Council's loan to fund the balance of the reward target pump priming should be repaid from the reward money received in 2009/10;**
- (d) Notes the arrangements for the funding of non reward outcomes and the performance management, refresh and review of the LAA;**
- (e) Considers the neighbourhood management report.**

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19 June 2006

**NOTE OF LEICESTERSHIRE TOGETHER LAA
CHAMPIONS GROUP MEETING**

**11th May 2006, Goscote Committee Room,
County Hall**

Present:

Mick Wells (Chair)
Martin Traynor
Cllr. Lesley Pendleton
Cllr. Byron Rhodes
Cllr. Robin Totten

Apologies:

Gill Jackson

Officer in attendance:

Andy Robinson

1. WELCOME

Mick Wells (MW) welcomed everyone to the meeting and explained that he had considered whether to brief the Group by email or if a meeting was needed and had decided that the latter was most appropriate.

2. THE LAA DELIVERY PLAN

Andy Robinson (AR) reminded the Group that they had met last to consider the penultimate draft of the LAA which had subsequently been finalised through the Leicestershire Together Board. The LAA had been signed off by Government on 23rd March.

Officers are now working through the delivery arrangements.

(a) Funding Reward Targets

Of primary importance was the provision of pump priming funding to ensure that the 12 'stretch' or 'reward' targets are achieved. Pump priming bids totalled about £2.5m (with some additional requirement to meet the waste/recycling targets still expected) of which about £1.3m would be provided by the Government. (The Treasury had announced unexpectedly that this funding would be capital – when our requirement is for revenue. However, it is expected that Government will reverse this decision.)

The funding gap is therefore at least £1.2m. AR explained that it was proposed that the County Council would fund this from its resources and then have first call on the reward to be paid in 2009 and 2010.

The Group agreed that this proposal provided an acceptable way forward and noted that the risk to the County Council, given the reward could be about £15m at maximum, was quite small.

Robin Totten queried what rate of interest the County Council would be charging. The County Council would charge base rate (currently 4.5%) which is consistent with equivalent arrangements the Council has with other organisations. The interest calculation will take account of the fact that in the early part of the LAA the County Council expects to have cash in hand as the pump priming grant is expected to be paid in advance. The cash in hand will earn interest at base rate.

(b) Funding non-reward targets

As regards the other (non-reward) targets, AR explained that the principle of the LAA is that existing funding would be used more effectively. However, in a few target areas there was a need for some pump priming. The County Council had made £250k available for this subject to it being matched by other partners. The police had indicated that they would provide some funding for the Community Safety elements.

The Group noted the proposed arrangements. Martin Traynor (MT) considered that the funding the County Council received from the Local Authority Business Grant Initiative should be reinvested in business in the County. AR explained that in addition to the funding for town centres in the LAA, the County Council was funding other improvements as part of its change programme which included local procurement.

(c) Finalising the Delivery Plan

The Group noted that the delivery plan would be a substantial document that set out various performance information including project managers, milestones and funding. It requested that the Leicestershire Together Board should be presented with a summary of the document including an assessment of risk.

3. NEIGHBOURHOOD MANAGEMENT

The Group welcomed the Impower report which it felt set out clearly the issues in this complex area of work.

MT pointed out that the problems of neighbourhood managers in Leicester City should be avoided and the dangers of additional service pressures being generated were noted. It was agreed that the avoidance of these problems would be assisted by the neighbourhood managers having a focussed project management role rather than a more general public contact role.

The need for resources to fund neighbourhood manager posts was considered by the Group to be crucial. The Group agreed that this should be drawn to the attention of the Leicestershire Together Board along with a short summary of the report based on its conclusions.

4. LEICESTERSHIRE TOGETHER PEER REVIEW

The review which was considered to be carried out professionally and competently and therefore welcomed.

It was noted that the comments in the review regarding the structure of Leicestershire Together were consistent with the revised Government guidance on LAAs.

While there was general support for the need for more effective decision-making between Boards, there was concern about the effectiveness of substantially increasing the size of the Board. It was noted that the objective of greater involvement could also be achieved by more effective communications.

It was also noted that there would be a period of change during the summer due to Police and PCT reorganisation and the local government white paper. Therefore the Group recommended that after initial consideration at the next Board meeting, the findings of the Peer Review should be considered by a time-limited subgroup of the Board.

5. REVISED LAA GUIDANCE

The Group noted that the Guidance suggested a stronger role for both the County Council and Leicestershire Together and that LAAs would increase in scope and influence.

Leicestershire Strategic Senior Officer Group - Terms of Reference

1. To take operational decisions on behalf of the Leicestershire Together Board.
2. To advise the Leicestershire Together Board regarding service priorities taking into account local opinion and regional and national initiatives and direction.
3. To co-ordinate the work of the theme strategic partnerships and promote cross cutting activities so that theme based 'silo's' are avoided.
4. To oversee the management of the totality of public expenditure in Leicestershire and manage relevant budgets through joint planning and resource allocation, to better achieve the joint priorities and more efficient procurement and delivery of services.
5. To promote transformational change to achieve effective and efficient public service delivery across the various agencies involved in that delivery including the potential for shared services.
6. To bring together the key decision makers in an area in a way that provides visible co-ordination of public service delivery
7. To be responsible for drawing up, negotiating with Government and delivering localised targets based on national and local priorities (e.g. Local Area Agreement)
8. To oversee the performance management of the Local Area Agreement and other relevant programmes including where required the reallocation of resources between outcomes.
9. To oversee the annual refresh of the LAA.

Leicestershire Strategic Senior Officer Group - membership

Chief Constable (Link with the Community Safety Programme Board)
CVS Director (Link with the Stronger Communities Board)
Director of Children's and Young Persons Service, LCC (Link with CYP Board)
Director of Adult Services and Health, LCC (Link with Older Persons Board)
Chief Executive Leicestershire PCT (Link with the Health Board)
Chief Executive LSEP (Link with the LSEP Board)
District Chief Executive (Link with Cleaner/Greener)
Chief Executive LCC
Director Job Centre Plus
Director Learning and Skills Council
Chief Executive University Hospitals Leicester
District Chief Executive
Chief Fire Officer

GOEM as observer

Andy

Geoff Cave should hopefully get a draft of the SSOG meeting to you today (Wed 21 June) for approval

It will then have to go to John Sinnott for final approval

Leicestershire LAA – Summary of Reward Target Pump Priming

Appendix 4

Older People RG1	Total £190,000	Yr.1 £97,000	Yr.2 £52,500	Yr.3 £ 41,000
<p>Two outcomes were amalgamated into ‘basket’ of indicators for one reward. Two distinct projects - use of direct payments and increase in benefit take up.</p> <p>Direct Payments – pump priming to develop alternatives to day care. One year post to map existing options, produce local resource directory and work with range of agencies to establish new options. After year 1 it is envisaged that work on Direct Payments will be absorbed by established team in Social Services</p> <p>Benefits Take Up – 3 year Project Officer to establish ‘joint teams’ for more streamlined benefits take up work between agencies; agree mechanisms; develop data exchange ; co-ordinate training etc. Admin and data clerk support for one year, three days a week to establish data base.</p> <p>One-off costs for production of Older People’s Handbook.</p>				
Health RG2	Total £195,000	Yr.1 £74,000	Yr.2 £60,000	Yr.3 £61,000
<p>Reduction in smoking outcome – two indicators re schools and wider community in the area. Appointment of front line Co-ordinator to implement programme, lead partner agencies and personnel to meet targets. Proposal includes essential research costs.</p> <p>Trading Standards Enforcement Officer (p/t); proof of age cards; materials etc. Trading Standards activity is non- reward outcome but linked to and supports reward grant outcomes.</p>				

Health RG3	£323,000	Yr.1 £65,000	Yr.2 £129,000	Yr3. £129,000
<p>Increasing Physical activity. Cross cutting reward outcome – links to and aids a number of other LAA outcomes across blocks;</p> <p>District based work, 7 activators/coordinators, capacity to link into work carried out by partners on area or target group basis with other cross cutting agendas through the additional appointment of four specialist inequalities community activators/coordinators.</p> <p>£ for £ match funding from Sport England ‘Community Investment Fund’, expected.</p> <p>Other funding/support in kind totalling £72,800 identified from local delivery partners.</p>				
CYP RG4	Total £590,000(of which £43,574 is shared outcome with Safer Communities)	Yr.1 £ 178,671	Yr.2 £202,785	Yr.3 £207,664
<p>Number of outcomes amalgamated into ‘basket’ of four indicators for one reward, resulting in overall ‘team’ and four projects re support to vulnerable young people.</p> <p>Bid includes support over three years for full time Project Co-ordinator and a commissioning budget for new ‘virtual team’ network – providing support packages for vulnerable young people with multiple behaviour problems and represented by one or more of the indicators identified in the reward target.</p> <p>Funding for the development of Not.School.Net computer based learning for those at serious risk of permanent exclusion; Reprimand Worker (2 years) to join with Police and YOS to assess and identify those at risk of further offending (shared</p>				

outcome with Safer communities); Development Worker, Admin support (p/t) and commissioning budget to prevent and reduce impact of homelessness – build on and roll out successful multi-agency initiatives and work.

CYP RG5

Education attainment – no bid for pump-priming grant. This grant ‘share’ could therefore be seen to contribute to CYP 4 above where there are four indicator and projects to meet overall outcome

Safer RG 6	Total £180,000	Yr1. £90,000	Yr.2 £90,000	
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Reducing level of offending by Prolific and Other Priority Offenders.

Adoption of two main approaches – rehabilitation and control. Supporting ‘out of hours’ work; supporting the transition between custody and community; victim work – been piloted and looking to mainstream this intervention during the life of the LAA. Three proposals re Weekend Work Prison liaison and Victim Work considered to have greatest additional impact on re-offending and provide balanced range of interventions to achieve reward target.

Activity is such that resources required over 2 year period which may span into year three.

Safer RG 7	Total £152,500	Yr.1 £52,500	Yr.2 £50,000	Yr.3 £50,000
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Domestic Violence – increase reporting and reduce offences committed by repeat offenders.

Proposal for Outreach/Advocacy work with victims and survivors. offender management work and courses awareness raising and publicity; and monitoring and evaluation. Provides additional capacity - build on existing services and resources.

Cost of better aligning existing resources to be found from within current mainstream budgets.

Added value of monitoring to address cross cutting links with other LAA outcomes - sustained tenancy; child removed from at risk register; court case proceedings/offence brought to justice; educational attainment of children; no. of households helped to secure alternative accommodation.

Stronger RG 8 Stronger RG9	Total £402,000 (Two reward targets)	Yr.1 £299,000	Yr.2. £31,000	Yr.3 £72,000
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Building community cohesion/social capital and increase in volunteering. 2 reward targets.

Volunteering is a cross cutting theme in the LAA – supporting the delivery of other outcomes.

Funding to support social capital survey work; developing volunteering opportunities and responding to the needs of the LAA outcomes for volunteers; co-ordination of activity; support for those CVS organisations which are not large enough to resource work involved. Year one costs include costs in 2005/6 re survey preparation training.

Proposal to approach to Big Lottery Infrastructure Fund and Capacity Builders Fund to secure extra funds beyond year one for the capacity building of the CVS's and Volunteer Centres.

Cleaner and Greener RG 10	
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Waste Management – increased levels of diversion from landfill

No specific award made at this stage – want to align bid with outcome of Draft Waste Partnership Strategy – awaiting bid.

Economic Development RG 11	Total £161,280	Yr.1 £59,280	Yr.2 £51,000	Yr.3 £51,000
<p>Increase business start-ups. Develop and implementing 'Enterprise Road Show' programme; one to one business counselling etc. Activity targeted at those who do not normally access support through current mechanisms. Costs relate to venues; facilitation; marketing; counselling; project management. Aim to engage with minimum of 800 additional pre-starts and 200 additional business start-ups to achieve target. Amalgamation of both LAA pump priming and LAGBI bid</p>				
Economic Development RG 12	Total £452,000	Yr.1 £127,000	Yr2. £164,000	Yr.3 £161,000
<p>Increasing number of people on incapacity benefit helped into work. Will also support delivery of non-reward learning target.</p> <p>Employment Development and Community Development Workers to contact and engage adults; develop network of referral agencies; increase capacity of Breaking the Barriers team; provide advice and support to people etc.</p> <p>Potential for LSEP/Learning Partnership march funding. Amalgamation of both LAA pump priming and LAGBI bid</p>				

Created by R. Norris. K:\PRI Fileplan\Local Area Agreements\2006 07 preparation\Funding\LAA Reward Outcome Pump Priming Summary.doc

Leicestershire LAA – Non reward outcome pump-priming bids + matching contributions

Appendix 5

Block	Request (over three years)	
Older People	10,000	Support for costs of Older People’s network – venues, participant costs, etc. Potential for network to support a range of consultative/feedback/information purposes for agencies across the County
Funding: £1,000 in kind (Melton BC) – use of rooms and facilities, staff time to organise. £9,000 LCC.		
Health		
	Option A 62,891	HC4 –improve Mental Health and Well-being - activity to implement Health and Safety Executive stress management standards. Option A, (preferred), p/t Project Worker over 3 years from June06; worker to give direct support, advice and guidance to workplaces; office and start-up costs and bespoke questionnaire. Option B, questionnaire, training materials, evaluation stress audits yr 1&2 – gives practical support to organisations to ease financial burden and as an incentive to implement standards.
	Option B 23,770	
	25,000	Lifestyle Survey – support LAA and wider partnership work on public health. Of use to number of related outcomes not just those in health block e.g. includes information re physical activity, community safety etc. Copy of full survey available on request.
Funding : £50,000 from PCTs £38,000 from LCC		
Children and Young People	60,000	CYP 3 Increase numbers and effectiveness of parenting groups. Fun and Families. Exploring potential for £30,000 match funding. Potential impact on community safety outcomes in terms of ASB and crime; Community development outcomes etc.

Block	Request (over three years)	
Funding: £15,000 to support projects in Melton and which ally with the Council's and MCP aims and objectives. Focus on priority neighbourhoods expected but will consider alternatives (Melton BC) £15,000 LCC		
Safer	25,000	25,000 – part costs of changes to accommodation to support delivery of SF5 shared outcome – youth offending. Mainly non–reward but also relates to shared reward indicator in CYP 4.
Funding: £ ? Police £12,500 LCC		
Stronger	45,000	£15,000 per year to assist Leicestershire and Rutland Association of Parish and Local Councils in increasing contested seats and turnout at Parish Council elections.
	241,000	Supporting Neighbourhood Management processes in the 20 neighbourhood priority areas.
Funding: 2006/7 £ (a) £20,000 Aligned Hinckley and Bosworth. (b) £75,000 Aligned/In kind Charnwood (potential for £350-400,000 over the 3 years) ; (c) Grant NWLeic to CVS £37,600 (d) £30,000 aligned staff time from Community Partnership and Community Regeneration Team; (e) £113,000 LCC; (f) £10,000 Hinckley & Bosworth		
Economic Development	149,847	ED 1& 5 gathering intelligence to help pump prime work in town centres and tourism across Leicestershire. Creation of shared research base; annual performance bench-marking; user satisfaction surveys – environment, car parking, public realm; town centre impressions; tourism days, visitors and economic impact. Impact on outcomes in ED, Stronger and Safer; Cleaner and Greener.

Block	Request (over three years)
	<p>Funding: (a) £25,000 LSEP for baseline study; (b) £9,625 East Midlands Tourism/EMDA; (c) £5,000 LCC Tourism Grant; (d) £50,000 NWLeic DC Town Centres aligned ED1; £25,000 grant to Leicestershire Promotions (e) £5,000 aligned re time of Town Centre Manager to work on related LAA projects; (f) £74,000 LCC.</p>

Please contact Roberta Norris, rnorris@leics.gov.uk 0116 265 8223 or 07981 704796, if you require more information or clarification on the above

Summary of report by IMPower consultants

'Leicestershire Local Area Agreement – Neighbourhood Management'

April 2006

Background

1. Leicestershire is one of 66 areas that have been asked to prepare a Local Area Agreement (LAA) for 2006/2007. The aim is to improve the way that services are delivered to all residents by forming new ways of working together with partners. Leicestershire has identified a range of ways it intends to improve service delivery. These include "Agreeing and focusing on priority neighbourhoods" and "Developing and applying neighbourhood management techniques". Twenty priority neighbourhoods have been identified by the LAA, these are listed below:

Enderby Blaby
Loughborough East Charnwood
Loughborough West Charnwood
Mountsorrel Charnwood
South Charnwood Charnwood
Market Harborough Harborough
Fleckney/Harborough
Gartree/Harborough
Hinckley Hinckley & Bosworth
Burbage/St. Catherines Hinckley & Bosworth
Earl Shilton and Barwell Hinckley & Bosworth
Bagworth Hinckley & Bosworth
Melton Melton
Greenhill North West Leicestershire
Coalville North West Leicestershire
Thringstone and Whitwick North West Leicestershire
Ashby North West Leicestershire
Castle Donington North West Leicestershire
Moir North West Leicestershire
Measham North West Leicestershire
Wigston Oadby & Wigston

2. There are several outcomes described in the LAA which are directly influenced by neighbourhood management processes. These include:
 1. Tobacco control (H2)
 2. Level of childcare in disadvantaged wards (CYP10)
 3. Extended services developed in schools and Children Centres (CYP11)

4. Reassure the public (SA6)
 5. Reduce vulnerability and assist people to feel safe in priority neighbourhood (SA7)
 6. Social capital surveys in priority areas (ST)
 7. Improved cleanliness and attractiveness of village and town centres (CG2.1)
 8. Increase the number of people on incapacity benefit being helped into work (ED2a)
3. This list is by no means exhaustive and it is likely that neighbourhood management processes will have an impact on a far greater range of LAA outcomes.
 4. This project was initiated by the Leicestershire LAA Leads Group and the Community Safety Programme Board Core Performance Group to develop a model or set of models for neighbourhood management in Leicestershire, with the aim of applying the models to the priority areas outlined in the LAA.

What is neighbourhood management?

5. Broadly, neighbourhood management means service delivery agencies working more closely together with communities to improve services at a local level. Based on this definition, interpretations of how to implement neighbourhood management processes have varied widely. Throughout the country, however, there are common themes dealing with issues that directly affect local communities, such as health, economic development, community safety, young people's issues and the living environment, amongst others. The process should be driven by action that will make a significant difference to the local community. This means concentrating on how to deliver changes that meet previously identified wider priorities. Neighbourhood management looks at the role service delivery agencies and communities have to play in addressing these wider priorities.

Why is neighbourhood management worth doing?

6. Devolution to the neighbourhood level is a key part of the Government's strategy for the reform of local government. The principle behind this is that the involvement of local communities allows the public to define how services are delivered to suit their needs. It could be argued that no one understands the issues that need resolving in their local area better than the people that live there.
7. In addition, services are not just provided by service delivery agencies, such as the council or the police. Community and voluntary groups have an important part to play in services delivered at a local level, as do businesses and even local residents and volunteers. By working in partnership, these groups are able to combine their knowledge, experience and resources to improve services in their area. In addition,

councils can target resources into problem areas and enable residents to participate more fully in service delivery.

8. Neighbourhood management processes, if implemented successfully, can also improve various aspects of the local environment such as decreasing crime levels and increasing overall satisfaction ratings of local residents with the council. There are many examples illustrating where neighbourhood management processes have resulted in improved outcomes in local areas.

What does neighbourhood management mean for Leicestershire?

9. Neighbourhood management processes can directly affect the LAA outcomes in the 20 priority neighbourhoods identified in the LAA. In other local authorities the level of funding available for neighbourhood management processes has generally played a large part in determining the extent of the involvement in each area. Some parts of the country have received significant Neighbourhood Renewal Funding to develop a detailed model with which to implement neighbourhood management. Leicestershire does not have significant levels of funding allocated for neighbourhood management processes. Its approach will be to address LAA outcomes and other strategic objectives through neighbourhood management processes. This will rely on developing close partnership working between different agencies at a local level and include reallocating resources where appropriate.

Recommendations for Leicestershire

10. In order to implement neighbourhood management processes, there are several actions that need to be undertaken at a county level. These are explained in the recommendations given below. Having completed these, an implementation plan for the individual neighbourhoods can be developed.
 1. **Gain commitment to neighbourhood management from all major service delivery agencies across the county.** Implementing neighbourhood management processes in the priority neighbourhoods will require a large amount of co-operation and possibly resources from other agencies. The involvement of each service delivery agency in the model will differ for each neighbourhood, but it is important to have all of the major agencies committed to the principles of neighbourhood management.
 2. **Maintain focus on LAA outcomes and priority neighbourhoods.** The scope of neighbourhood management processes could easily extend beyond the remit of 20 priority neighbourhoods and the LAA outcomes. Keeping within this framework will make it easier to focus resources on the models and deliver on initiatives.

3. **Develop more detail around the models.** The models suggested in this report give a broad outline of the governance structure, roles of those involved and how they operate. Much more detailed information will be required around how they should be applied and which models are most appropriate for each situation. This should be done before proceeding to implementation in each neighbourhood.
4. **Establish a clear high level governance structure for all neighbourhood management models.** Before specific models can be selected, accountability should be addressed. Details of the proposed structure for wider governance of the models are given in section 6.1, including creating a Neighbourhood Processes Co-ordinating Group.
5. **Determine details of the performance management system that will be used for all the neighbourhood management models.** Like the governance structure, details of how the models will operate at a district and county level must be clear before proceeding to the implementation.
6. **Pilot the models.** To test the practicality of the models and provide lessons for the other priority neighbourhoods, a pilot area should be focused on initially before the models are rolled out to other areas.
7. **Ascertain if resources are available for neighbourhood management in each priority area.** Based on obtaining commitment from agencies, the level of resources that might be available across the county will need to be assessed before progress can be made with setting up the models.
8. **Develop a detailed implementation plan for neighbourhood management in the priority areas.** Further details of how the models will operate in each neighbourhood and a detailed plan should be created. This could be based on the high level plan given in section 9. Each neighbourhood is likely to have different timescales and work streams, so a plan must be tailored to correspond with their situation.
9. **Roll out the models to additional areas.** Management of the implementation project will be important for the neighbourhood management to be effective in the short term and sustainable in the long term.