



LOCAL AREA AGREEMENT

March 2006

LEICESTERSHIRE TOGETHER LOCAL AREA AGREEMENT

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FOREWORD

I am very pleased to present the Leicestershire Local Area Agreement (LAA) on behalf of Leicestershire Together and Leicestershire County Council.

The development and implementation of the LAA provides an exciting opportunity to maximise the benefits of existing partnership activity across the County to make a real difference to the lives of many people in the County.

Our mission is that:

"Together we will do things differently to deliver improved public services so that, with the public, we will make Leicestershire the best possible place to live and work for everyone"

The Board of Leicestershire Together and Leicestershire County Council is committed to the delivery of the outcomes expressed in this Agreement. We have involved a wide range of partners and the public in its development. We intend to maintain that in delivery.

The Agreement focuses on our key priorities for improvement and requires collaboration and innovation by the many delivery agencies that provide services to Leicestershire people. We are keen to use the Local Area Agreement to forge new ways of working together to bring benefits and improved services to all Leicestershire communities and residents.

Councillor David Parsons

Chairman, Leicestershire Together Board and Leader of Leicestershire County Council

March 2006

1. Leicestershire Local Area Agreement - Our Starting Point

- 1.1 Most Leicestershire people enjoy a good quality of life. There are high levels of employment and a good quality environment. The diversity of the population is generally celebrated. In most places there is strong community cohesion and a strong sense of community spirit.
- 1.2 However, although numbers are relatively small and their places of residence dispersed, there are vulnerable people that experience inequality of access to employment or services, have low levels of skills and/or suffer from relative poverty. There are also small areas within the County where these and other indicators of deprivation are more evident than in the County as a whole. These areas typically have higher unemployment, lower levels of skills and educational attainment, poorer health, lower life expectancy, suffer most from anti-social behaviour and crime and have a relatively poor environment.
- 1.3 Independent inspections indicate that Leicestershire people are served by a range of agencies that generally deliver good or excellent services. There is an active Voluntary and Community sector that has effective links with agencies and partnerships which enable it to influence service delivery and policy development. Partnerships have been created to bring together relevant agencies and users to jointly identify priorities and develop more effective joint service delivery mechanisms. Links with users of services are generally well developed. Local Strategic Partnerships have brought a new focus on the overall needs of their areas and developed some improvements to joint working arrangements.
- 1.4 However, a lot more can and indeed should be done, to improve quality of life for all Leicestershire people through better co-ordination of service delivery on the ground, better identification and targeting of assistance to vulnerable people and more integrated strategic planning and priority setting between agencies. The Local Area Agreement has been used to achieve these objectives by:
 - Focusing effort on people, families and areas that require greater support and intervention to bring them up to the County average, and
 - Focusing on the priorities for improvements to those universal services that are used by everybody to improve outcomes for all.
- 1.5 This will require:
 - More joining up of and innovation in service delivery
 - Better arrangements for public agencies to plan and deliver services together
 - More effective and jointly owned performance management
 - More flexible and effective use of funds

- An emphasis on stronger communities, with equality of opportunity for all
- More emphasis on prevention
- Better access to services particularly for vulnerable people

2 How We Intend to Improve the Way We Deliver Services

2.1 We will improve by:

- Being clear what our priorities are
- Getting and sharing knowledge of public priorities, backed up by a better common evidence base and shared use of consultation and other intelligence
- Being clearer where responsibility for delivery lies
- Monitoring delivery better and acting jointly to correct poor performance
- Introducing mechanisms to review and align budgets on an annual basis
- Agreeing and focusing on priority neighbourhoods
- Working to identify vulnerabilities in target areas
- Developing and applying neighbourhood management techniques
- Agreeing and focusing on the needs of vulnerable groups
- By using joint multi-agency teams more to deliver services
- Developing joint planning overall and at the theme partnership level

2.2 This Local Area Agreement itself represents some progress in meeting these objectives. Further progress will be made during the delivery planning phase by the end of 2005/06. However the preparation of the LAA has started off a longer term process that will bring more benefits each year.

3 The Preparation Process

The Partnership

- 3.1 Leicestershire Together has led the development and implementation of the Local Area Agreement for Leicestershire. Leicestershire County Council is the Accountable Body.
- 3.2 Leicestershire Together is an established 'partnership of partnerships' involving a range of key partnerships and agencies, statutory and voluntary, including all seven district-based Local Strategic Partnerships (LSPs). The Leicestershire Together partners are listed at Appendix 1.
- 3.3 The LAA has been developed through inclusive governance arrangements, with leads and membership drawn from across agencies and sectors. An inter-agency Steering Group has overseen the preparation process and made recommendations to the Leicestershire Together Board. A governance chart for the LAA development stage

and the terms of reference and membership of the Steering Group are attached as Appendices 2 & 3.

- 3.4 The voluntary and community sector, through the active involvement of the Councils for Voluntary Service and Volunteer Centres across the County, has played a full and equal role in the development of the LAA. The voluntary and community sector will also have a key role in delivering the LAA, notably through initiatives around volunteering and developing stronger communities. Appendix 4 provides a statement on voluntary and community sector involvement. This Appendix also comments on wider community engagement and highlights action to engage with BME communities (7.5% of Leicestershire's population).
- 3.5 The process of preparing the LAA has encouraged partnerships to review membership arrangements so that agencies previously under represented in some partnerships, such as Voluntary and Community Service or District Councils, have a stronger role.

The Approach

- 3.6 The approach to preparing the LAA has been to:
- Use existing partnerships where they exist and create new ones only where necessary
 - Use the knowledge of the priorities and needs of Leicestershire people and user engagement that exists in local partnerships and lead agencies
 - Ensure that the most relevant agencies have clear and leading roles in their areas of expertise
 - Ensure all the LSPs are all fully involved as 'oversight' partnerships
 - Ensure that elected representatives of the eight local authorities have been involved in order to provide democratic accountability
 - Provide overall co-ordination through Leicestershire County Council with the CVS and District councils providing additional co-ordination within their sectors
 - Build on Community Strategies. The LAA outcomes and targets build on and help drive forward relevant Community Strategy priorities (Shared Leicestershire Community Strategy Priorities - drawn from the strategies of 8 LSP's operating within the County are outlined in Appendix 5)
 - Build on the priorities identified at the Leicestershire Together conference in June 2005 which included the LAA vision, key outcomes, themes and cross cutting issues. This event was attended by 180 people – details available on www.LeicestershireTogether.org
- 3.7 In Leicestershire we have chosen to develop our LAA outcomes against the following blocks:
- Healthier Communities
 - Older People

- Children and Young People
- Safer Communities
- Stronger Communities
- Cleaner and Greener Communities
- Economic Development and Enterprise

3.8 The outcomes for the LAA have been chosen because they meet one or more of the following criteria:

- Lend themselves to, and will benefit from, a County wide approach
- Are priorities identified in the Leicestershire Community Strategy or the shared Leicestershire Community Strategy priorities
- Address the delivery of both national priorities (e.g. Choosing Health) and mandatory targets (Safer & Stronger Communities)
- Take account of regional or sub-regional strategies
- Focus on those best developed through partnership approaches i.e. considered as areas of activity where the LAA could add value and strengthen the focus of partnership delivery mechanisms

3.9 Examples of the new delivery arrangements identified by the LAA include:

- Geographic Targeting – priority neighbourhoods have been identified for geographic targeting where this approach is considered the most effective form of intervention. The areas are listed in Appendix 6. Neighbourhood management approaches will be developed to address problems across the LAA themes by joined up activity
- The development of new consultative networks for older people
- A new Healthier Communities Commissioning Body
- Joint work to provide additional targeted support to vulnerable children and young people and families through a virtual multi-agency team
- Action to identify vulnerabilities in neighbourhoods and develop neighbourhood policing and other interventions to promote this ,
- The development of greater confidence in neighbourhoods and the measurement of social capital and enhancing volunteering

- Development of key economic sectors and enhancing the vitality of town and rural centres through new regeneration models
 - Promoting greater respect in communities through the above approaches and other actions within the LAA.
- 3.10 Our strong focus on prevention, especially in relation to vulnerable groups and people, coupled with the new approaches will ensure respect is built in communities across Leicestershire. A number of indicators across the LAA will help to measure progress against this cross cutting outcome.
- 3.11 Care has been taken to ensure delivery takes account of factors such as needs in rural communities and for positive impact in respect of equality and diversity issues. Work is in hand to assess the LAA in using rural proofing and sustainability toolkits. The outcome of this will inform delivery and the further refreshment of the LAA.
- 3.12 Equalities considerations have been addressed throughout the themes within the LAA. There is a focus on tackling inequality and the appropriate targeting of services and actions. Some areas of service delivery and partnership working which are now integral to the LAA have been subject to prior equality impact assessments.
- 3.13 Further work will be undertaken in developing the LAA delivery plan to focus on equalities implications and to ensure steps are taken to address these in both delivery and performance management arrangements, and where relevant, working to mitigate any adverse impact on different sections of the community.
- 3.14 Equalities considerations will be embedded into performance management arrangements when progressing project management of outcomes. Particular attention will be paid to matters such as the establishment of monitoring systems which measure the take-up levels of services by different groups; ensuring that surveys are designed to capture equalities data; that at each stage of planning and delivery equality implications are actively considered and that remedial measures are put in place to help rectify any differential treatment. This work will be built upon over the life of the LAA.
- 3.15 Section 7 provides a commentary on each of the LAA blocks highlighting the rationale for priorities and identifies aspirations, innovation in service delivery, delivery mechanisms, funding and freedoms and flexibilities. Associated templates give details of the outcomes, indicators, targets, partners, funding and cross cutting links and shared outcomes.

4. **LAA Reward Targets**

4.1 The approach to determining targets for reward identified below has been to examine areas of under-performance to date; the potential to redress this; build further on any existing stretch targets; consider those where partnership and new approaches can serve to maximise outcomes and benefits in terms of service delivery.

4.2 In summary the proposed outcomes for reward are:

Target 1 – Older People

Improved quality of life, independence and well-being of older people:

- Increasing the use of direct payments for older people
- Increased take up of benefits

Target 2 – Healthier Communities

To achieve an improvement in people's health through:

- A reduction in smoking prevalence amongst children in the school year in which they are aged 14 to 16 years within 5 named schools serving deprived wards in Leicestershire
- A reduction in smoking prevalence in the adult population, aged over 16 years, resident within the named deprived wards in Leicestershire with a combined resident population of approximately 45,000.

Target 3 – Healthier Communities

To achieve an improvement in people's health through:

- Increase % of adults (over the age of 16) participating in at least 30 minutes of moderate intensity sport and active recreation (including walking) on three or more days each week

Target 4 – Children and Young People

Improved life-chances and better opportunities for vulnerable young people:

- Number of permanent exclusions (aged 11-19) in Leicestershire secondary schools
- The number of young people under 18 in drug or alcohol treatment programmes

- The number of 16 and 17 year olds for which decisions are taken in relation to homelessness as a result of family breakdown and published as part of the quarterly P1E homelessness statistics
- The percentage of young people prevented from further offending after receiving a reprimand

Target 5 – Children and Young People

Improve educational progress and outcomes for all children:

- Increase the average point scores of pupils in line with Fischer Family Trust Band D comparator

Target 6 – Safer Communities

Reduce the number of offences committed by prolific and other priority offenders:

- Percentage of offences committed by Prolific and Other Offenders subject to supervision orders (measured by 2 cohorts)
- Reduce overall levels of crime by reducing the number of prolific offenders

Target 7 – Safer Communities

To reduce overall crime particularly violent crime, domestic violence and hate crime:

- Number of reported domestic violence incidents
- The % of detected domestic violence crimes committed by repeat offenders

Target 8 – Stronger Communities

Building community cohesion and inclusion and increasing local participation in governance:

% of adults who respond 'Definitely Agree' or 'Tend to Agree' to the question

- To what extent do you agree or disagree that you can influence decisions that affect your area on your own ?
- To what extent do you agree or disagree that you can influence decisions that affect their area when working with others in the neighbourhood ?

- To what extent do you agree or disagree that your neighbourhood is a place where people of different backgrounds get on well together?

Target 9 – Stronger Communities

Development of volunteering across Leicestershire:

- The % of people who respond 'Two hours or more per week' to the question 'In the last 12 months, have you given unpaid help to any groups, clubs or organisations in any of the following ways (e.g. being a volunteer for one of these organisations)

Target 10 – Cleaner and Greener

Improving waste management in Leicestershire:

- Increased levels of diversion from landfill, including recycling and composting

Target 11 – Economic Development

Increase the number of businesses starting up within the County of Leicestershire:

- Number of business start-ups in Leicestershire (excluding the City and Rutland) that have been assisted and recorded by Business Link Leicestershire

Target 12 – Economic Development

Increase the number of people in receipt of incapacity benefit who are helped into work in Leicestershire:

- Number of people who have been claiming an incapacity benefit helped by Leicestershire County Council into Permitted Work of less than 16 hours for 13 consecutive weeks or more
- Number of people in receipt of an incapacity benefit who are helped by Leicestershire County Council into work of 16 hours or more for at least 13 consecutive weeks

5. Success Measures

5.1 The success of the LAA will be measured against the achievement of the outcomes and targets contained within it. The Leicestershire Together Conference also identified the following more general success measures for the Leicestershire LAA:

- Members of the public are clear about what local public service providers are doing, what they have achieved and what they are aiming to do going forward, e.g. in relation to crime and anti-social behaviour
- They, the public, also understand what the opportunities are for them as groups and as individuals and what roles they can play, within this bigger picture e.g. in relation to health eating and community activities
- Public service organisations themselves have tried and tested ways of working together effectively, underpinned by effective, transparent communication, e.g. between different organisation with an interest in economic development
- Members of the public play an active role in supporting each other, particularly in relation to more vulnerable members of the community e.g. visiting otherwise isolated elderly people; young people in particular being involved in such volunteering and community activity
- As a result of all this, a very wide range of improved public service outcomes will be addressed leading to continuously improving quality of life for the Leicestershire public.

6. The Delivery Process

6.1 The partnership is in the process of preparing a *delivery plan* which will set out the actions required to implement the LAA, the organisations, partnerships and individuals responsible, the financial and performance management arrangements and the governance framework for these. This LAA identifies budgets to be pooled and aligned within this LAA. Some of these are block amounts and the actual allocation to the LAA will be set out on this delivery plan. Monitoring of spend will be on the basis of the delivery plan. This process will identify the most effective way to achieve each action. The principles that will be adopted are as follows:

(a) Strategic Approach to Delivery of Outcomes

6.2 The partnership considers that the outcomes can be delivered through a strategic approach that recognises three levels of activity:

- County wide, e.g. joined up information campaigns;
 - Targeted work in small geographic areas e.g. addressing the needs of young people to prevent re-offending/offending;
 - Targeted support at specific people or families e.g. prolific offenders.
- 6.3 The high level outcomes for the LAA have been mapped against this approach and are shown in a table in Appendix 7.

(b) Principles of Governance

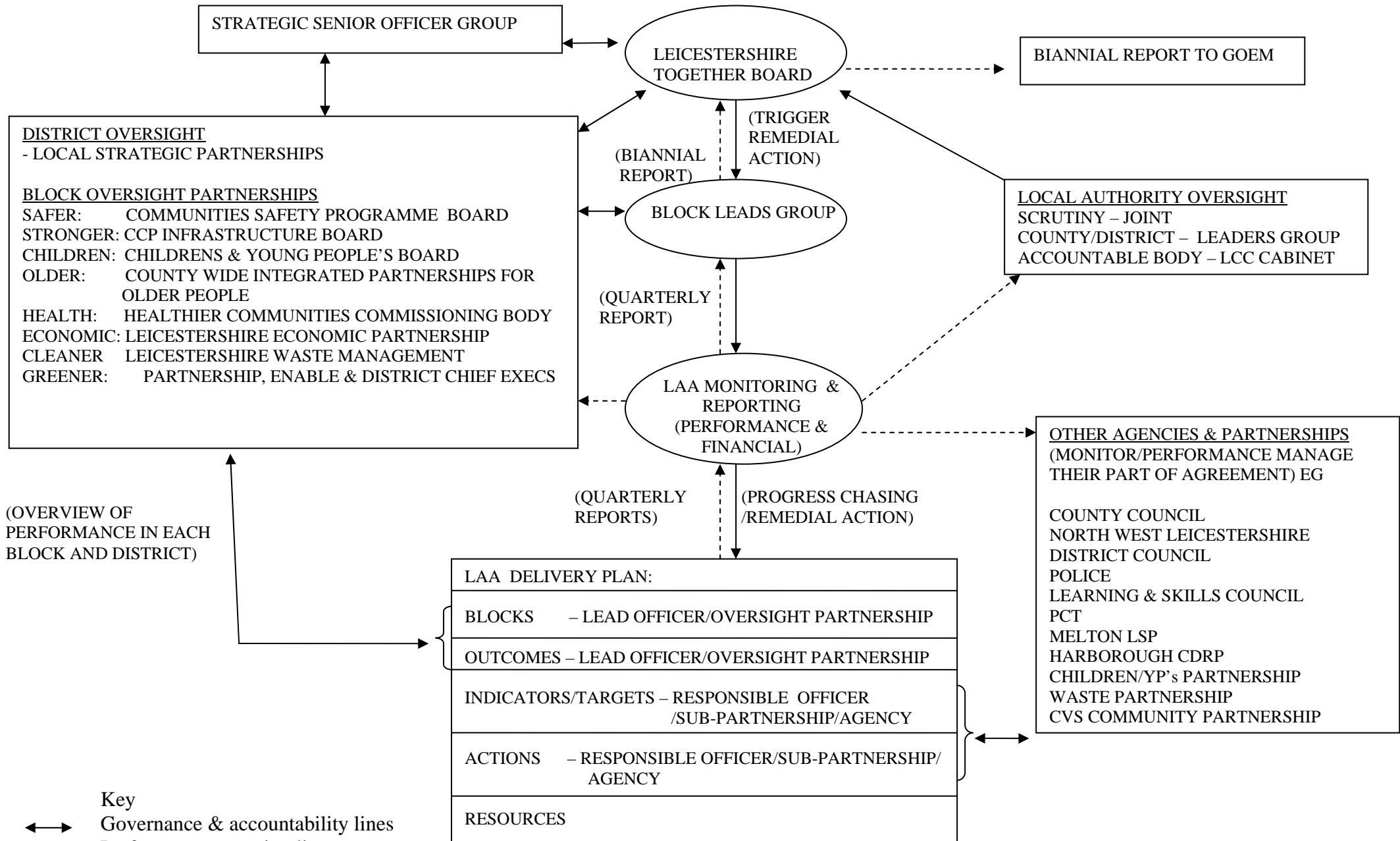
- 6.4 The LAA will be governed through a family of partnerships and agencies coordinated through Leicestershire Together with Leicestershire County Council acting as the Accountable Body. Leicestershire Together and the Strategic Senior Officers Group (formerly the LAA Steering Group) will be primarily responsible for performance management and Leicestershire County Council will be primarily responsible for financial management.
- 6.5 There will be specific roles for:
- (i) County and District Council leaders – to ensure democratic accountability
 - (ii) District local strategic partnerships – to oversee delivery within their districts
 - (iii) Strategic partnerships responsible for each block – to oversee and co-ordinate the delivery within and, where appropriate, between blocks
 - (iv) Sole partnerships and individual agencies to maintain an overview of the elements of the LAA for which they are responsible

These roles are illustrated in diagram 1. It is intended that there should be a single source of performance reporting for all to use.

- 6.6 It will be important that the roles of and inter relationships between partnerships are clear. A process of partnership assessment is already underway and will be continued with particular emphasis on ensuring partnerships offer value for money, internal accountability to users, a strong approach to risk management and appropriate partnership agreements.
- 6.7 The inter relationships between County and District LSP's will be examined through a peer review of Leicestershire Together and the Harborough LSP in Spring 2006. The resulting action plan will be implemented to make any necessary improvements to the governance and roles of County and District level LSPs.

Diagram 1 -

LEICESTERSHIRE LAA GOVERNANCE OF PERFORMANCE & FINANCIAL MANAGEMENT



Notes – Membership of Leicestershire Together review to ensure fit for purpose.
 – Strategic Senior Officer Group (Chief Executives/Chief Officers for main agencies)

(c) Principles of Performance Management

6.8 The following five principles of performance management will be applied to the LAA delivery process and a more detailed Performance Management protocol is being prepared:

- High quality and accessible information on local issues and services will be made available; probably using LSORA (Leicestershire On-Line Research Atlas)
- There will be clear and ambitious priorities and targets; the LAA already contains the ambition. The Delivery Plan and the performance management system will ensure that:
 - local partners are clear what outcomes/indicators they are responsible for so that they can apply their own monitoring and intervention processes
 - responsible officers are clearly identified
 - there is a clear line from individual actions and targets upwards
- There will be robust and frequent local performance management data;
 - data collected quarterly but added more frequently when required
 - indicators/targets defined by metadata
 - reported to the Steering Group quarterly
 - reported to Leicestershire Together and GOEM 6 monthly
 - there will be dedicated programme management responsible for performance and financial management
 - building on existing systems with a view to streamlining in future
- There will be a clear process for addressing failure;
 - improvement plan triggered through Leicestershire Together
 - performance will be visible to all through widespread reporting of progress and implementation of a web based performance management system
 - review of spend in relation to performance to shift resources if required
- Performance will be open to external challenge and assurance;
 - through a joint Local Authority Scrutiny process
 - through independent inspection regimes applying to partner organisations

(d) Principles of financial management

6.9 In the first year of delivery the following principles will apply to the financial management of the LAA:

- A protocol has been developed to supplement the financial procedures of first level funding recipients. This will form part of the Delivery Plan and be

agreed through the Strategic Senior Officers Group and Leicestershire Together.

- First level funding recipients will be required to sign the protocol before any funds are released
- First level funding recipients will be accountable to the Accountable Body for the financial management of funding allocated by them to other bodies
- The responsibility for overspend, losses and costs rests with the first level funding recipient unless they have made alternative arrangements in allocating funding to other bodies
- First level funding recipients will be guided by the decisions of the Strategic Senior Officer Group and block oversight partnerships on variance
- Variations on spend, planned or otherwise, will be reported through the quarterly performance monitoring and reporting arrangements
- The monitoring officer will inform outcome to the Lead Officers Group, the Strategic Senior Officers Group and Leicestershire Together of variations and advise on corrective action

(e) Principles of risk management

6.10 Understanding threats and opportunities that might affect the achievements of outcome and targets is fundamental to the success of the LAA. Risk management principles will be applied throughout the delivery period of the LAA. A risk management framework will be developed and a risk log maintained. High level risks will be reported to the Leads Strategic Senior Officers Group and Leicestershire Together.

7. LAA Blocks – Commentary and Templates

This next section contains a commentary on each of the LAA blocks highlighting the rationale for priorities and identifying aspirations, innovation in service delivery, delivery mechanisms, funding and freedoms and flexibilities. Associated templates give details of the outcomes, indicators, targets, partners, funding and cross cutting links and shared outcomes.

- (a) Older People
- (b) Healthier Communities
- (c) Children and Young People
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