



LOCAL AREA AGREEMENT

**OUTLINE SUBMISSION TO THE GOVERNMENT
OFFICE FOR THE EAST MIDLANDS**

SEPTEMBER 2005

Our Mission

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

LAA Partnership

Leicestershire Together is leading the development and implementation of the LAA for 2006/7, incorporating LPSA2.

This established 'partnership of partnerships' involves a range of key agencies, statutory and voluntary, including all seven district based LSP's. (Leicestershire Together partners are listed at Appendix 1).

The LAA has been developed through inclusive governance arrangements with all agencies playing a role in LAA block groups and with leads and membership drawn from across agencies and sectors, the CVS in the County is playing a full and equal role. An inter-agency Steering Group has overseen the process and made recommendations to the Leicestershire Together Board. (A governance chart and the Terms of Reference and Membership of the Steering Group are attached as appendices 2 & 3).

The LAA vision, key outcomes, themes and cross cutting issues were informed and identified through the Leicestershire Together LAA Visioning Conference held in June 2005 and attended by 180 people.

A review will assist in determining effective mechanisms through which Leicestershire Together, District based LSP's and their component partners can ensure the effective delivery of the LAA.¹

LAA Priorities

In developing the LAA priorities account has been taken of existing priorities and aims identified within the County. These are outlined below.

The Leicestershire Community Strategy identifies three priority aims:

- A vibrant and thriving County in which to live, work and play
- A County where all have access to quality services
- A County which looks to the future by maximising opportunities for its young people

¹ There will be an external review of the Partnership in January 2006 to ensure its remit and arrangements are 'fit for purpose' in delivering the LAA

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There are a number of shared Leicestershire Community Strategy Priorities identified across the LAA blocks. (See Appendix 4)

The LAA outcomes and targets build on and help drive forward relevant LSP priorities. Also, links have been made with Leicester City Partnership and the LAA will work towards the achievement of outcomes and targets across the county and city, where appropriate².

The LAA visioning conference identified the following as overarching longer term objectives in developing and delivering the LAA:

- Members of the public are clear about what local public services 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.

In order to further these objectives and deliver the aims of the Leicestershire Community Strategy the conference outcome identified top level themes of:

- communication - ensuring LAA partners and service beneficiaries understand each other
- exclusion/inclusion - working hard to make sure people don't get left behind
- volunteering - enabling people to do their bit, benefiting those who volunteer and the wider community.

Additionally, the visioning conference identified cross cutting issues. Work has been undertaken to map outcomes and indicators against the cross cutting themes of

² An example here being Fire and Rescue Service targets for reduction of arson fires; also attention to measurement of KS4 in schools in city/county boundary areas

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- Prevention
- Supportive Communities, including volunteering
- Better Access

The conference also identified a number of key issues to be addressed in the LAA. These are listed in Appendix 5. The issues identified have helped to inform the priorities and indicators in the LAA blocks.

In order to develop a strategic approach consideration has been given as to how best outcomes might be delivered and possible approaches. These can be categorised as:

- 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 offending.

A model has been developed to address this and actions will be tested against this to identify the most appropriate form of intervention. An illustration of this is provided at Appendix 6.³ In doing so innovative actions and solutions will be identified e.g. formation of new joint operational teams; better sharing of information etc.

To help identify target areas work has been undertaken to develop community profiles for each district area. The information in these will be supplemented by other data and local knowledge to inform action.

Further work is needed to identify stretch targets as part of the PSA2 incorporation. These will be included in the next draft submission in November. The approach to these will include examining areas of under-performance to date and 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.

In developing local priorities and outcomes due account has been taken of national priorities e.g. Every Child Matters and Public Health priorities.

³ This proposed model will be the subject of further work during the next phase of development. This will include the further mapping of how themes come together across blocks and the actions required to achieve outcomes

LAA Blocks - outcomes and indicators

Templates are attached as Appendix 7 in respect of each LAA block.

The high level outcomes indicated below have been chosen because they meet one or more of the following:

- 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

High level outcomes are proposed for the LAA are:

(i) Health and Older People

The priority outcomes in this block have been chosen because they will enable work in a co-ordinated way across agencies to deliver priorities within key health, social care and housing strategies for older people in Leicestershire.

Healthier Communities priorities are derived from agreements already made on Joint Public Health Priorities that would lend themselves to a countywide approach. Priorities here are consistent with the Choosing Health White Paper and the PSA between the Treasury and Department of Health.

Older People

- Provide decent and safer housing
- Improving the quality of life for OP living at home
- Maximising income and improving the use income
- Establishing an older people's consultative network

Healthier Communities

- To increase life expectancy and reduce serious illness and accidents

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- To give priority to reductions in cancer, coronary heart disease and strokes
- To improve the quality of life for people with long term conditions
- To include a focus on particular groups to make greater health improvements so as to narrow the 'inequality gap'

(ii) **Children and Young People**

The Children and Young People's block sits within the framework of the 5 outcomes of Every Child Matters, with a particular emphasis on vulnerable children and young people. The specific outcomes have been arrived at by taking account of - priorities identified at the LAA stakeholder conference; ongoing gaps in provision for vulnerable children identified in the Local Preventative Strategy; Performance priorities identified with CSCI and Ofsted at the Annual Performance Assessment and National targets where partners are keen to improve performance. This block identifies shared targets with the Safer Communities and Healthier Communities blocks.

Be Healthy

- Reduce the level of childhood obesity
- Improved sexual health services for boys and young men

Stay Safe

- Improve life chances and better opportunities for vulnerable young people in order to prevent offending and re-offending, requests for young people to become looked after and reduced school exclusions by developing family support teams for 13+ year olds (shared priority with safer communities block)

Enjoy and Achieve

- Improve educational progress and attainment for all children, especially at KS4 (incl.LAC)
- Improved school attendance (incl. LAC)
- Increase the numbers of vulnerable children and young people involved in sporting cultural and recreational activities

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Making a Positive Contribution

- Increase the contribution of 'hard to reach' groups in consultation/participation
- Reduce number of permanent exclusions (incl.LAC)
- Improve the identification of and support to young carers
- Increase the number of young people involved in volunteering activities

Achieving Economic Well Being

- Increase the amount of appropriate housing for young people with additional needs (homeless 16/17 yr. old, teenage parents, care leavers, young offenders)
- Improved engagement of vulnerable 14-19 year olds in education and training
- Sufficient child care places provided across the County

(iii) **Safer and Stronger Communities , Cleaner Greener**

Priorities in these areas have been identified because they - meet the objectives in the Leicestershire Community Strategy; have been drawn from consultation via surveys, citizen's juries and panels; meet national mandatory +PSA targets; create links and are consistent with priorities in other blocks; contribute towards sustainable communities and address the 'Liveability' agenda.

Stronger

- Local people feel part of the decision making process and have a role in planning the future of their community
- Local people have a sense of community spirit and to be supported in community activities to bring people together
- Vital and thriving market town and village centres which act as a "hub" for surrounding communities

Safer

- To reduce overall crime, particularly violent crime, domestic violence and hate crime
- To reduce the level of offending by prolific offenders

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- To reduce the level of anti-social behaviour
- To reduce the harm caused by illegal drugs and alcohol misuse to communities, individuals and their families
- To improve life chances and provide better opportunities for young people in order to prevent offending and re-offending (shared priority with children and young people block)
- To reduce the fear of crime and anti-social behaviour and improve confidence in the criminal justice system
- To reduce vulnerability and assist people to feel safe within priority neighbourhoods.

Cleaner, Greener

- Work with and through the Leicestershire Waste Management Partnership to reduce the amount of waste going to landfill and provide an infrastructure for re cycling in the longer term
- Improving the quality of the environment in town and village centres, supporting parallel objectives in the economic and safer communities sub-blocks, through improving response on the removal of graffiti, fly-tipping and cleanliness
- Combining to produce a common standard for the management of green space, and the achievement of Green Flag status for at least one park in each district
- Improved co-ordination and promotion of walking and cycling events across the county, with links to GP referral schemes and 'Green Gyms' across the County
- Raising awareness of the issues of climate change and the actions individuals can take to reduce their own contribution, including leading by example in the public sector in the promotion of renewable energy and the reduction of greenhouse gas emissions
- Development and delivery of Bio-diversity Action Plans in order to protect the quality of the environment and wildlife amenities in Leicestershire

(iv) **Economic Development and Enterprise**

Priorities in this block flow from a consideration of the key priorities of the 8 community strategies in Leicestershire. These were then considered in the context of key plans and agendas of key partner agencies. Particular account was taken of regional and sub-regional economic strategies and of identifying areas where the LAA could add value.

- Raise the level of skills and knowledge in the local population in line with business needs and opportunities
- Increase the vitality and viability of centres in urban areas, market towns and villages
- Increase the number of businesses surviving, expanding, starting up and locating within the County
- Increase the contribution of tourism to the local economy
- To increase the number of people in employment
- Work towards improving the provision of quality employment land and premises across the County

Performance Monitoring and Management Arrangements

A performance management group and a financial management group are working as part of the LAA governance arrangements. Leicestershire LAA is participating in the East Midlands Reference Group (GOEM LAA Performance Management Pilot). Attention is being paid to performance management across partners - including consideration of systems such as TENS in order to implement real time monitoring.

A study is being commissioned to assist in identifying performance management issues to help develop appropriate arrangements across partners.

A detailed delivery plan will be developed and will set out in more detail who will be responsible for delivering each component of the LAA. This will be constructed by December 2005.

Funding Streams

Funding streams identified in the templates are at this stage notional only. Further work will be needed between partners to refine these and to agree pooling and/or aligning proposals between partners and with GOEM.

Freedoms and Flexibilities

The LAA will bring core freedoms and flexibilities such as:

- Ability to pool funds from central government
- Flexibility to carry over a reasonable level of unspent resources from one financial year to another, with any rolled over funding to be spent in support of outcomes included in the Agreement
- Investment of efficiency savings in the delivery of outcomes to delivering the objectives of the LAA
- Reduction in monitoring and reporting requirements
- Freedom to vire or combine some mainstream funding between organisations to meet the shared LAA outcomes
- Streamlined payment mechanisms, including removing the need to submit claims forms

Some potential freedoms and flexibilities are identified in the templates attached at Appendix 7. Further work will be undertaken prior to the next submission to address this. This will include inviting practitioners on the ground being asked to identify what freedoms and flexibilities would assist them in terms of making a difference and delivering outcomes.

28 September 2005

Appendices

1. Leicestershire Together Partnership Members
2. LAA Governance Chart (attached as separate file)
3. LAA Steering Group Terms of Reference and Membership
4. Leicestershire Shared Community Strategies Priorities
5. Issues from Visioning Conference
6. Model of Strategic Approach to Cross Cutting Themes
7. LAA block templates (attached as separate files)

Leicestershire Together Board Membership

Leicestershire County Council
District Local Strategic Partnerships
Leicestershire and Rutland Association of Parish and Local Councils
Leicester Shire Economic Partnership
Connexions, Leicester Shire
Business Community representative - Leicestershire Chamber of Commerce and Business Link
Leicestershire and Leicester City Learning Partnership
Leicestershire Learning and Skills Council
Children and Young Persons' Strategic Partnership for Leicestershire (CYPSP)
Leicestershire Environmental Partnership
Leicestershire Cultural Strategy Forum
Leicestershire Rural Partnership
Leicester Racial Equality Council
Community Safety Programme Board
Leicestershire Police Authority
Leicestershire CVS Community Partnership
Faith communities via Board of Social Responsibility
University sector -Loughborough University
JobCentre Plus
Leicester, Leicestershire and Rutland Combined Fire Authority
Health Sector - Charnwood and North West Leicestershire Primary Care Trust

Officers in Support/Observers:

Chief Executive, Leicestershire County Council
Chief Executives of the 7 Leicestershire District Councils
Government Office for the East Midlands (GOEM)
Leicester City Council
Cllr. Melton Borough Council (observer)
Leics and Leicester City Learning Partnership (for information)
Care and Repair (North West Leicestershire) Ltd, Coalville (for info)
(Charnwood & NWLeics PCT) (health sector observer)
(Deputy Chief Fire Officer), representing the Chief Fire Officer

APPENDIX 2

LAA GOVERNANCE CHART

Attached as a separate file

Leicestershire Local Area Agreement Steering Group

Terms of Reference and Membership:

1. To ensure that the Agreement is cohesive and meets the priorities of both Leicestershire people and service delivery agencies for improving service delivery.
2. To advise Leicestershire Together and District based LSPs on the content of the Agreement.
3. To ensure the project runs to the agreed timetable and that the final Agreement is submitted on time.
4. To lead strategic level negotiations with GOEM on the outcomes, indicators, targets, funding streams, and freedoms and flexibilities to be included in the Agreement.
5. To oversee and direct the work of the lead officer, project manager, theme groups and theme lead officers.
6. To champion the Agreement within their organisations and sectors, ensuring that these are informed of the implications of the Agreement and that timely and appropriate formal agreement is sought particularly when funding is proposed to be pooled or aligned.
7. To consider and identify risks associated with the project and identify remedial action.

Membership:

LCC Chief Executive - John Sinnott
4 x District Council Chief Executives – Sue Smith, Lin Aisbett, Steve Atkinson, Bryan Hayes
2 x PCT Chief Executive – Wendy Saviour, Colin Blackler
Chief Constable - Matt Baggott
Chief Fire Officer – David Webb
2 x CVS Directors - Martin Gage and Neil Lambert
Chief Executive LSEP - Kishor Tailor
Chief Executive Connexions - Rosemary Beard
Director Job Centre Plus - Keith Burn
Chief Executive LSC - David Nelson
LCC Chief Officers - Gareth Williams and Tony Harrop
Chief Executive of the Leicestershire Association of Local and Parish Councils – Ron Simpson
GOEM Lead Negotiator - Jan Sensier
Faith Representative – Paul Hackwood
VCS provider organisation - Gordon Diffey Chief Officer VISTA
Police Authority – TBA
University Hospital Trust

SHARED LEICESTERSHIRE COMMUNITY STRATEGY PRIORITIES

CHILDREN AND YOUNG PEOPLE

Reduce the number of vulnerable/excluded young people reaching crisis point

Reduce the number of young people engaged in or becoming victims of crime and/or anti-social behaviour

Increase the life chances of young people (including looked after children)

Reduce the number of young people not in education, training or employment and increase the skills of young people on leaving education (at any age)

Increase the number of young people involved in decision making and improving their communities

Improve the health of young people in the County, specifically in the areas of:

- Substance misuse
- Obesity
- Sexual Health
- Mental Health

Increase the number of young people who feel that they have good access to leisure activities, and the number of young people who use these leisure facilities on a regular basis

HEALTHY COMMUNITIES AND OLDER PEOPLE

Tackle the causes of chronic disease and premature death by addressing the wider determinants of health

Increase the number of people engaged in healthier lifestyles, including through:

- Tobacco reduction
- Healthier diets
- Physical activity
- Better sexual health

Reduce inequalities in health and access to health services, by targeting resources and information towards those who need them most

Improve the mental health and well-being of the Leicestershire population (including physical and social environment, number of people engaging in physical activity, workplace stress)

Improve the relationship between the generations within communities; in particular older people perceive themselves to be part of the community

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Increase the number of frail older people receiving intensive support to enable them to remain living in their own homes

Reduce the number of accidents to children, young adults and older people

ECONOMIC DEVELOPMENT

Increase the vitality/viability of town and village centres

Raise the level of skills and knowledge in the local population in line with local business needs and opportunities

Increase the range of businesses offering a diverse spread of quality employment

Work towards a more equal distribution of quality employment and high value businesses across the County

Increase the number of businesses surviving, expanding and starting up

Increase the contribution of tourism to the local economy

Reduce the number of families living in poverty

STRONGER COMMUNITIES

The Stronger Communities element will be built upon the Leicestershire-wide statement agreed for the national outcome 'to increase the capacity of local communities so that people are empowered to participate in local decision-making and are able to influence service delivery' .

GEOGRAPHIC FOCUS

Work is currently being undertaken to compare the geographic priorities identified in community strategies with community profiles for each District area.

ISSUES IDENTIFIED BY VISIONING CONFERENCE AND TO BE ADDRESSED IN THE LAA

• Housing	• Access to services
• Income/poverty	• Disadvantaged areas
• Young people	• Crime
• Communities, consultation and involvement	• Volunteering
• BME groups	• Older People
• Culture and sport	• Health
• Town Centres	• Tourism
• Business and employment	• Skills
• Waste	• Land
• Cleaner/greener	

MODEL FOR STRATEGIC APPROACH TO CROSS CUTTING THEMES

1. There seem to be three cross-cutting issues:
 - a) prevention
 - b) supportive communities including volunteering
 - c) better access and information
2. There has also been discussion about targeting e.g. at specific geographic areas
3. Therefore the LAA could be categorised as follows:

	County-wide	Targeted Geographic Areas	Specific People and Families
Prevention		<ul style="list-style-type: none"> • Improved life chances for young people to prevent re-offending 	<ul style="list-style-type: none"> • Reduce families living in poverty • Decent & safer housing for older people • Reduce offending by PO's
Supportive Communities	<ul style="list-style-type: none"> • Quality support network for older people • Older persons consultative networks • Increase in community spirit/social capital • BME/IEM issues/participation of hard to reach groups 	<ul style="list-style-type: none"> • Quality support networks older people • To assist people to feel safe in their own neighbourhood • Increase in community spirit/social capital • Increase vitality of town centres 	<ul style="list-style-type: none"> • Family support networks for 13-19 years old in crisis • Identification & support for young carers • Increase no. of vulnerable young involved in sport etc.
Better Access	<ul style="list-style-type: none"> • Equality of access to all to secure independent living • Raise young people's awareness of job opportunities • Reduce fear of crime/reassure public 	<ul style="list-style-type: none"> • Reduce fear of crime/reassure public 	<ul style="list-style-type: none"> • Reduced fear of crime
Approaches	<ul style="list-style-type: none"> • Joint info campaigns • Joined up community development • Joined up networks 	<ul style="list-style-type: none"> • Identify areas and rolling programme • Joint teams • Strategic direction (DSL P's) • Local access promotions 	<ul style="list-style-type: none"> • Sharing case information • Joined up responses • Combined assessments/visits

THE ABOVE IS FOR ILLUSTRATIVE PURPOSES ONLY

TEMPLATES FOR LAA BLOCKS

1. Older People
2. Healthier Communities
3. Children and Young People
4. Stronger Communities
5. Safer Communities
6. Cleaner and Greener
7. Economic Development