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Improvement Plan

Whilst this improvement plan shows actions in response to the Area Assessment it also includes other actions underpinning LAA2 delivery priorities and other interagency improvement activities.

No	Improvement Area	Main actions to be taken	Responsible Officer & Agency	Outcome Targets and Measures	Timescale
1	Improved Life Chance for Vulnerable People and Places				
	Reduce learning disabled adults living in campus/residential homes.	Implement health homes project to re-provide for all people living in NHS campus accommodation. <ul style="list-style-type: none"> • All county people in Health Homes have confirmed plans in place. • Project plans are in place for their moves. 4 people to be moved Jan 2010 and 8 in March 2010. Housing support providers being commissioned. New Build projects are at planning stage with floor plans and planning permissions to be agreed. Increase the numbers of people in supported living.	Sue Disley (LCC)	NI 145 – Increase adults with learning disabilities in settled accommodation – LAA2 target (to be agreed in Spring refresh) No residents living in NHS campus accommodation Increase in numbers of people in supported living.	April 2011 December 2010.
	Increase the number of people with a learning disability benefiting from a health action plan. (Care Quality Commission - CQC)	<ul style="list-style-type: none"> • GP Practices have identified and registered 71% of the people with learning disabilities known to the Local Authority. Additional resources recruited in PCT to 	Sue Disley (LCC)	Improved health and emotional well-being	

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		<p>increase HAPs and action plan in place.</p> <ul style="list-style-type: none"> • There is now an agreed process for Annual Health checks • Continue to work with NHS LC&R to deliver the agreed process. 			
	<p>Increase the number of people with mental health problems benefiting from a review (CQC)</p>	<ul style="list-style-type: none"> • The Performance Manager for Adult Social Care attends monthly performance meetings with the Mental Health Managers. • Further targeted work to use reviews to increase the number of mental health service users taking up direct payments so that they have more choice and control. 	<p>Sue Disley (LCC)</p>	<p>Improved health and emotional well-being</p>	
	<p>Reduce waiting time for home adaptations. <i>"In some districts physically disabled adults wait too long for adaptations that they need to help</i></p>	<p>Implement all district improvement plan for the delivery of Disabled Facilities Grant's (DFGs) and adaptations in the social housing stock. Implement supporting LLR RIEP project. Project will include:-</p>	<p>Mick Connell (LCC)/ Sandra Whiles (BDC)</p>	<p>New county wide service standards to be identified and agreed Waiting time improvement target to</p>	<p>March 2010 April 2010</p>

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	<p><i>them live independently at home.</i>"</p> <p>District councils to make sure the services are fairer across the county and to speed up the delivery and fitting of adaptations.</p>	<ul style="list-style-type: none"> • "As is" assessment of current services/customer satisfaction • Developing a new countywide service standard • Value for Money exercise • Developing new countywide DFG/Adaptation policy • Maximising funding opportunities and streamlined procurement • New partnership structure to deliver improvement plan • Engage housing association partners in delivery of adaptations to their stock 		<p>be established by project group</p> <p>Deliver improvement plan</p>	<p>April 2010</p>
	<p>Delivery of the planned extension to the range of accommodation options for older people with intensive support needs. (CQC)</p>	<ul style="list-style-type: none"> • Extra care strategy going to Cabinet in December 2009. • New Team Manager appointed to take forward housing agenda for older people. • Plans at an early stage to develop a number of sites for new extra care schemes. 	<p>Sandy McMillan (LCC)</p>	<p>Roll out extra care strategy in 2010.</p>	<p>2010</p>
	<p>Delivery of the planned extension to the range of accommodation</p>	<ul style="list-style-type: none"> • Mental Health Supported Living Strategy Delivery Group set up 	<p>Sue Disley (LCC)</p>	<p>Improved quality of life</p>	

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	options for people with mental health related needs. (CQC)	<ul style="list-style-type: none"> with representation from all key stakeholders • Review of accommodation needs in progress • Review of Ashcroft Hostel underway • Further options appraisal for the reconfiguration of the Ashcroft service. • 			
	Delivery of planned developments towards personalised provision for all people using adult social care in Leicestershire. (CQC)	<ul style="list-style-type: none"> • Planning is on going for a larger pilot in North West Leicestershire. It is expected that 400 people will go through this process in the next 6 months. The pilot starting in February will test the new customer pathway including RAS and Support Planning.. • Work is ongoing with back office functions to make fit for pilot. • Joint work with Customer First in order to align processes. 	Tony Dailide (LCC)	<ul style="list-style-type: none"> • Viability of new customer pathway to be confirmed. • Financial sustainability of RAS to be established. • New business processes to be fully tested. • New model of organisational structure to be identified 	
	Evaluating the impact of service user and carer involvement on the	<ul style="list-style-type: none"> • Evaluation of the live RAS test has involved detailed work with services users. Links to 	Tony Dailide (LCC)	<ul style="list-style-type: none"> • Implement actions within CLASP research 	

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	Personalisation Programme, and monitoring the impact this has had on the outcomes delivered (CQC)	<p>outcomes will be made through this evaluation.</p> <ul style="list-style-type: none"> • Implementation of the recommendations from the service user conference held in December. • Engagement officer appointed. • Engagement strategy being developed. • A number of Carers events to be held early in the year. • Leicester Centre for Independent Living now engaged in the process 		<p>commissioned by LCC on carers needs and Personalisation.</p> <ul style="list-style-type: none"> • Strengthen user representative role in all aspects of programme. • Development of citizen leaders and experts by experience. 	
	Increase the number of people with a learning disability who benefit from a person centred approach to choosing, planning and controlling their care. (CQC)	<ul style="list-style-type: none"> • 369 people have a one page profile. • The number of people with a plan has increased from 260 to over 305 over the last 3 months. 	Sue Disley (LCC)	Increase Choice & Control	
	Increase the percentage of assessments completed in 4 weeks for people with a learning disability, people with a physical disability or sensory impairment and people with mental health	<ul style="list-style-type: none"> • The national indicator NI 132 is monitored monthly and reported to Department Management Team. Performance is also presented for each team. • The percentage of assessments 	Tony Dailide/ Sue Disley/ Heather Pick (LCC)	<ul style="list-style-type: none"> • Continue to monitor team targets in Adult Services to ensure appropriate actions taken to improve performance 	

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	problems, to the high standards being achieved for older people (CQC)	<p>for people aged 18-64 during the first half of the year is approximately 60% which is very similar to the position last year and remains lower than the proportion for people aged 65 and over.</p> <ul style="list-style-type: none"> • Adult mental health was not included prior to April 2009. Now recorded and reported – Currently running at 59%. 			
	Progress work needed to become an authority that performs as “excellent” in accordance with the new Equality Framework for Local Government (CQC)	<ul style="list-style-type: none"> • Action plan currently being drafted which will detail actions requiring to be addressed over the coming year. • Adult Social Care Departmental Equality Group assigned e-workbook and editable pdf workbooks for use to collect outcome based evidence for the Excellent level of the equality Framework. • Awareness raising session to make Service Managers and other senior officers familiar with the requirements and action plan 	Heather Pick (LCC)	Freedom from discrimination and harassment	

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		of the Excellent level to be held during early 2010.			
	Develop the work of the Ethnic Minority Referral Panel (EMRP) to provide guidance and exemplars of best practice to staff (CQC)	<ul style="list-style-type: none"> • Terms of Reference of the referral panel reviewed and brought into line with the requirements of the Equality Bill. • Regular meetings taking place with focus on evidence gathering of improvement in BME outcomes. 	Heather Pick (LCC)	Freedom from discrimination and harassment	
	Further development of the quality assurance of safeguarding adults activity, including evidence of the impact of quality assurance on safeguarding outcomes (CQC)	<ul style="list-style-type: none"> • There has been a case file audit exercise undertaken on a number of safeguarding investigations, by managers in various Adult Social Care teams. This a valuable exercise, and reported to the Departmental Safeguarding Governance Group who agreed this would be rolled out as a regular auditing tool. • The department is working with the regional project worker to improve quality assurance processes. 	Sue Disley (LCC)	<ul style="list-style-type: none"> • Safeguarding Adults Manager, in consultation with Multi-Agency group to review systems to ensure service users are able to feed back on their experience. 	

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	Involvement of people who use services and carers in the Safeguarding Adults Board (CQC)	<ul style="list-style-type: none"> • The Multi-Agency working group have identified service users wishing to be involved in the work of the Board, and the funding to facilitate this has been identified within the Multi-Agency budget. The plan was presented at the Safeguarding Adults Board meeting on 20/11/09 for final agreement. 	Sue Disley (LCC)	Increased service user involvement in Safeguarding Adults Board	
	Ensure that safeguarding is an integral part of the development of personalised services (CQC)	<ul style="list-style-type: none"> • A new Safeguarding Adults Manager post has been created and appointed to. A main focus of this role will be to ensure Safeguarding procedures and policy are fully integrated within the development of personalised services. • The Multi-Agency Safeguarding policy to be published January 2010. 	Tony Dailide (LCC)	Development of risk panel within Self Directed Support Pilot Project in NW Leicestershire.	
	Increase the percentage of relevant adult social care staff who have had training to identify and	<ul style="list-style-type: none"> • An action plan will be developed to ensure training is targeted to appropriate staff. 	Lisa Thomson (LCC)	Action Plan developed Using E learning tool to support adult social care	

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	<p>assess risks to adults whose circumstances make them vulnerable to at least the England average. (CQC)</p>	<ul style="list-style-type: none"> • The Multi-Agency training programme is ongoing. The Safeguarding Adults Manager will be working with team managers to help ensure that staff access this training at the appropriate level 		<p>staff Consideration will also be given to timescales in which staff should attend re-fresher training.</p>	
	<p>The number of safeguarding referrals has increased but continues to be well below the rates being experienced by similar councils and the average for councils in England. This is the same across the Leicestershire, Leicester and Rutland safeguarding partnership. The joint Safeguarding Adults Board needs to establish that it fully understands and is satisfied that these referrals accurately reflect the level of safeguarding concerns across the partnership (CQC)</p>	<ul style="list-style-type: none"> • The number of referrals recorded by the multi-agency co-ordinator has significantly increased from last year (e.g 414 referrals for April 08-March 09, compared with 360 referrals April 09-October 09). Based on these figures referrals could be forecast to increase by 50%. • A tool is being developed by the Multi-Agency working group to roll out as a pilot within specific teams to examine how safeguarding decisions are being made, and how vulnerable people who fall under the criteria are being safeguarded. • LCC has representation on The Joint Improvement Partnership 	<p>Sue Disley (LCC)</p>	<p>Increase in safeguarding referrals up to 50%</p>	

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		(JIP) which helps to facilitate sharing and learning from good practice examples and issues around Safeguarding with other Local Authorities within the East Midlands			
	Improve performance of childminders in making sure children are safe and well-protected from harm.	Restructure Early Learning and Childcare Service by March 2010 to provide increased support to childminders from extra policy provision, support through childminder network, training and addressing any others issues raised in Ofsted reports such as child protection.	Lesley Hagger (LCC)	Increase % of childminders with high scores for child protection.	April 2011
	Performance in the local authority's fostering agency is adequate (Ofsted)	Steps are being taken to ensure that performance of the Fostering Service is improved, such as ensuring annual reviews are undertaken in a more systematic way. The appointment of the Head of Children in Care will bring significantly sharper focus on the improvement and integration agenda	Walter McCulloch	Improved Inspection outcomes at next inspection	Head of Children in care starts early March 2010

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	Although two of the three children's homes are good the third is judged to be unsatisfactory. (Ofsted)	Two homes are now considered to be "Outstanding", the third (judged unsatisfactory) has been closed	Walter McCulloch	Maintain Ofsted judgements	
	Provision for those whose circumstances make them vulnerable is good in all special schools but only adequate in the local authority's pupil referral unit (Ofsted)	In April 2009 and October 2009, the Pupil Referral Unit was judged by Ofsted as having made satisfactory progress since its original special measures judgement in November 2008. Good practice highlighted include improvements in pupil behaviour and attendance. The Authority's effective action plan remains in place to achieve the targets set.	Frances Craven	Pupil referral unit to come out of special measures	Autumn 2010
	Smaller than average proportion of those whose circumstances make them vulnerable go on to higher education (Ofsted)	Responsibility for Post 16 learners returns to Local Authority on 1 st April and more robust monitoring of this target will take place. Also worth noting raising of compulsory participation age to 17 in 2013 and 18 in 2015	Tony Mulhearn	Increase in proportion going on to higher education by 3%	Summer 2011

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	<p>Improve GCSE results for those from deprived backgrounds and close the gap with those who are better off.</p>	<p>Leicestershire gap at GCSE is 31% compared with national gap of 27%. To continue to challenge and support schools over outcomes for pupils with free school meals (FSM). Targeted Intervention at schools identified as having the widest gap between non-FSM and FSM at GCSE. Set targets for schools where gap is widest. Connexions advisers to work with pupils on FSM identified at risk. Issue raised with Secondary Headteachers at LA meetings.</p>	<p>Tony Mulhearn (LCC)</p>	<p>NI 102, Local LAA2 priority Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 from 25.4% to 21.7% and at Key Stage 4 from 31.2% to 22.5%. NI 105, Local LAA2 priority The Special Educational Needs (SEN)/ non-SEN gap - achieving 5 A*-C GCSE in English and Maths from 47.5% to 46.9%.</p>	<p>Summer 2011</p>
	<p>Reduce the number of children in care moving home too often.</p>	<p>Family Support Team to provide increased support to carers and make the attendance/attainment of children in care a priority through introduction of good quality Personal</p>	<p>Walter McCulloch (LCC)</p>	<p>NI 63 – Stability of placements of Looked After Children – LAA2</p>	<p>By April 2011</p>

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		<p>Education Plans (PEPs). Extra Support teams to support and sustain placements. Educational Psychology service to offer a 'surgery' for foster carers to enable them to support school placements Increase support for educational placements and creation of a new post within the Family Support team specifically to support children in this cohort.</p>			
	<p>Ensure partners are working with the new neighbourhood management arrangements and they are having an impact on outcomes.</p> <p>"In [<i>the</i>] 19 priority neighbourhoods it is too early to see the impact [<i>of partners working closely together</i>] on the well-being of people who live in them".</p>	<p>Implement plans for stronger performance management arrangements for priority neighbourhoods including agreed basket of measures. Carry out review of Neighbourhood Management through Self Assessment and Challenge process against agreed critical success factors. Implement promotion plan to ensure key LAA partners are aware of potential of neighbourhoods to support delivery</p>	<p>Lynn Aisbett (MBC)/Simon McIntosh.</p>	<ul style="list-style-type: none"> - Targets to be established through new process to measure/monitor impact of NM through basket of measures. - progress with embedding nm is reviewed - Increased partner and commissioner awareness of neighbourhood 	<p>Process in place by March 10 with 1st report by December 2010</p> <p>Report by September 2010</p> <p>December 2010</p>

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				structures.	
	<p>Ensure sufficient availability of Gypsy and Traveller sites to meet demand.</p> <p>Take action to reduce tensions between travellers and settled community.</p>	<p>Include sites for gypsies and Travellers as part of local Core Strategies and Development Plan</p> <p>Agree work programme over the next 2 years. Ensure policies through the Local Development Framework (LDF) process are fit for purpose and can be sustained through public examination. Pace of new site delivery influenced by LDF work programmes of each Local Planning Authority (LPA).</p> <p>Monitor additional planned supply in relation to overall needs assessment, across HMA.</p> <p>Undertake effective consultation at the local level with Gypsy/Traveller representatives to better establish where, how and what kind of provision is required.</p> <p>Pro-active planning and development of social rented sites using housing enabling staff,</p>	<p>Matt Bagley (LCC)</p>	<p>Produce an Housing Market Area (HMA) wide position statement on overall supply as at March 2010.</p> <p>Annual monitoring of sites indicating progress against the minimum additional pitch requirements as set out in the East Midlands Regional Plan</p> <p>Regular reviews of progress to the County Housing Board identifying what the assessed need is, the shortfall against that requirement and when that need should be met.</p> <p>An agreed proportion of additional pitches being</p>	<p>April 2010</p> <p>December 2010</p> <p>Ongoing</p> <p>To be agreed</p>

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		<p>housing providers and the Homes and Communities Agency (HCA). Inclusion of funding from April 2012 within the Local Investment Plan to be developed through the <i>Single Conversation</i>.</p> <p>Reduction in tensions between Gypsies and Travellers and settled communities by identification of suitable locations and authorised sites which will reduce the numbers of unauthorised developments and encampments. Secure sub regional collaboration between district, County and City councils through work undertaken with the Multi Agency Traveller Unit.</p> <p>Traveller awareness training to be held for all Councillors including Parish councils</p>	Simon McIntosh (LCC)	<p>on social rented sites in order to meet the needs of those not able to acquire and develop land from their own resources.</p> <p>Report progress to the working group established between members of the Leicestershire Together Strategic Board and representatives of the Leicestershire Working Together Group.</p> <p>To have improved relationships between Gypsy & Travellers and settled community</p>	Ongoing
	Increase the number of new homes that people can afford to	Pursue alternatives to deliver affordable housing such as the availability of New Growth Point	Trevor Prowse (LAA Housing)	NI 155 – Increase number of affordable homes delivered to 1470	April 2011

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	rent or buy.	<p>funding, the Homes and Communities Agency (HCA). Kick Start LAA New Build programme and any new initiatives emerging to increase supply.</p> <p>Through the new governance structures all local authorities in the sub region to aim to deliver economic development within the sub region and agree priorities for funding having particular regard to the delivery capability of available sites.</p> <p>Pursue opportunities for sharing skills and expertise to better equip the partnership in responding flexibly to limited lifetime initiatives.</p> <p>Implement project focussing on increasing the delivery of new housing (affordable and market). Challenge existing ways of working to find new approaches that are more effective.</p>	Group and Housing Planning and Infrastructure Group [HPIG]	– LAA2 priority (target being reviewed)	

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	Ensure there is more affordable housing in rural areas.	<p>Identify planning policy constraints and actions that could remove or diminish them to better facilitate rural affordable housing schemes</p> <p>Improve parish based housing needs surveys and access to secondary data to establish local housing need</p> <p>Assessment of land holdings across sectors that could bring forward affordable housing including use of landowner incentives</p> <p>Take a strategic approach to commissioning rural housing enabling</p> <p>Develop performance management arrangements to monitor and report against rural housing targets</p> <p>Awareness raising, training and the provision of toolkits for Elected Members and Parish Councils</p>	Trevor Prowse (LAA Housing Group and Housing Planning and Infrastructure Group [HPIG])	<p>Agreement of a rural affordable housing target to form a sub-set of the overall NI 155 affordable housing target that is part of the Leicestershire LAA</p> <p>Delivery of rural affordable housing target within LAA 2008 – 11 period.</p> <p>Inclusion of rural affordable housing target in the Local Investment Plan to be agreed with HCA</p>	<p>March 2010</p> <p>March 2010</p> <p>March 2011</p>

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2	Stronger More Cohesive Communities				
	<p>Improve community cohesion in North West Leics and other target areas.</p> <p><i>'Fewer residents in North West Leicestershire think ... that people of different backgrounds get on well together.'</i></p>	<p>Implement Area based working across the District to improve community outcomes</p> <p>Introduce and co-ordinate tension monitoring across partner agencies</p> <p>Introduce new resident webpages and publication of Polish document</p>	<p>Christine Fisher / Sue Haslett (NWLDC) /Neil Lambert (VAC) /Nicole Rickard (LCC)</p>	<p>Cabinet approval of Area Based Working Project Plan.</p> <p>Implementation of Area working</p> <p>Reports to GOEM from January 2010</p> <p>Regular updates of NWLDC Resident web pages</p>	<p>April 2010</p> <p>September 2010</p> <p>Monthly</p> <p>Ongoing</p>
	<p>Improve the percentage of residents who think they can influence decisions affecting their area</p> <p><i>"Less than 3 out of 10 residents in the county think they can influence decisions affecting their local area which is below average."</i></p>	<p>Develop a county wide Engagement Strategy and supporting promotional strategy that provides opportunities for residents to engage in and influence decisions and improve feedback of the results of consultation</p>	<p>Simon McIntosh/ David Pitt (LCC)/Head of Comms.</p>	<p>NI4 - Increase residents perception of their ability to influence decisions about their locality from 27.2% to 32.2%</p>	<p>March 2011</p>

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	<p>Increase the level of community volunteering.</p> <p><i>“Volunteering is below average nationally.”</i></p>	<p>Implement LAA2 delivery plans including marketing volunteering and providing easy pathways into volunteering. Developing capacity in voluntary organisations to involve volunteers through training, support and partnership development. Work with public and private sector employers to increase employee volunteering and develop Volunteering Strategy and district plans on volunteering.</p>	<p>Kevan Liles (VAL), Neil Lambert (VAC).</p>	<p>NI 6 – increase people participating in regular volunteering from 23.6% to 28.6% – LAA2</p>	<p>March 2011</p>
3	A Safe and Attractive Place to Live and Work				
	<p>The number of accidental house fires has increased ...but is still lower than the national average.”</p>	<p>Leicestershire Fire and Rescue Service takes the following actions to reduce the number of accidental fires:</p> <ul style="list-style-type: none"> • adopting an intelligence led business model employing analysis of a wide range of available data sets • providing safety education advice and guidance and by aligning its resources to the 	<p>Alan Fawkner, LFRS</p>	<p>The outcomes sought by these actions are to reduce the number of accidental fires in domestic properties per 10,000 properties to 11.7 in each of the following years: 2009/10, 2010/11 and 2011/12</p>	<p>March 2012</p>

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		<p>identified risk</p> <ul style="list-style-type: none"> • using social marketing tools and partnership working to better identify and reach out to the most vulnerable within our communities. <p>Implement Fire & Rescue Service programme of home fire safety checks, concentrating on those who are the most vulnerable such as older people</p>			
	<p>Improve District Council housing services.</p>	<p>Improvement plan implementation in both Oadby & Wigston and Charnwood landlord services. Inspections in 2010 to identify progress and any actions needed.</p> <p>North West Leicestershire implementing radical change programme funded by a pump priming investment of £500k. New performance culture is driving improving service performance across the full range of services</p>	<p>Mark Hall (Oadby & Wigston), Geoff Parker (Charnwood)</p> <p>Christine Fisher (North West Leics)</p>	<p>Service specific inspections in spring will determine current quality of service delivery and specific actions plans/targets for improvements.</p>	<p>Spring 2010.</p>

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		<p>County Council and districts to deliver extra care housing to address the housing needs of older people, provide a broader range of accommodation and release other housing units in the process. Strategy for the County to be launched in early 2010.</p> <p>Other main actions related to 'improve District Council housing services' to be clarified in discussion with the Audit Commission.</p>	<p>Mick Connell LCC</p> <p>Eileen Mallon</p>	<p>Targets for the delivery of extra care housing set in the Strategy to be met.</p>	<p>5 year programme</p>
	<p>Ensure district councils meet the government's target to improve council homes to meet the decent homes standard by 2010.</p>	<p>BDC & HDC have stock transferred council housing to a Registered Social Landlord (RSL) to meet the Decent Homes Standard.</p> <p>NWLDC tenants voted against transfer council housing to RSL enable Decent Homes Standard to be achieved. An "improvement</p>	<p>Three Oaks Housing Ltd & Seven Locks Housing Ltd</p> <p>Christine Fisher, North West Leics</p>	<p>Decent Homes Standard in council housing is applicable to 5 of the 7 districts and will be met or has been met by end 2010 by MBC, H&BBC and O&WBC.</p> <p>NWLDC tenants have agreed an incremental approach to improvements</p>	<p>December 2010</p>

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		<p>priority” system has been devised in consultation with tenants to guide the expenditure of limited funds.</p> <p>Charnwood has renegotiated the target for 2010 as a round 6 Arms Length Management Organisation. Due to the delay of ALMO funding CBC has made representations to the HCA and GOEM. Major Repairs Allowance continues to concentrate on the provision of decent homes work, and a partnering agreement with a large contractor is in place to ensure maximum efficiencies are squeezed out of this programme. The targets that are possible within the current funding are being achieved.</p>	Eileen Mallon, Charnwood	<p>dependent on funding.</p> <p>CBC awaiting funding confirmation (deadlines deferred several times) from CLG for ALMO to enable the decent homes programme to be implemented.</p>	
	<p>Improve housing energy efficiency <i>“Too many privately-owned properties are not energy efficient.”</i></p>	<p>Promote home energy efficiency across tenures</p> <p>Target measures at homes occupied by vulnerable households experiencing fuel poverty</p>	Sandra Whiles (BDC)	Reduce the average SAP rating of private sector properties	March 2011

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		<p>Target measures at hard to treat properties that have poor home energy efficiency</p> <p>Maximise delivery of Warm Front grants to eligible households</p>			
	<p>Make improvements to ensure less properties are in a poor condition and do not meet minimum standards.</p>	<p>Maintain up to date information on private sector stock condition</p> <p>Identify neighbourhoods where non decent private sector properties are concentrated</p> <p>Target measures that will reduce the number of non decent private sector homes occupied by vulnerable households</p>	<p>Sandra Whiles (BDC)</p>	<p>Reduce the number of non decent private sector homes occupied by vulnerable households</p>	<p>March 2011</p>
	<p>Take steps to ensure more private rented property is brought back into use.</p>	<p>Promote new residential use of empty private rented sector accommodation</p> <p>Identify problem private rented properties and take appropriate management and enforcement action</p>	<p>Sandra Whiles (BDC)</p>	<p>Reduce the number of private sector rented homes that are vacant</p>	<p>March 2011</p>

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		<p>Develop empty housing strategy and policies to bring empty homes into use and ensure that they are properly managed</p> <p>Work with landlords to address barriers and to bring more empty properties back into use.</p>			
	<p>District Councils to implement a county-wide choice based lettings system to improve the way district councils allocate their empty properties.</p>	<p>All Districts plus Rutland County Council to implement project to develop a county wide Choice based lettings scheme. Project team in place and to implement.</p>	<p>Eileen Mallon (Charnwood)</p>	<p>Each authority to be operating a choice based lettings scheme within their district to improve accessibility and choice for customers, improve mobility across the county.</p>	<p>December 2010</p>
	<p>Reverse increase in domestic abuse by repeat offenders.</p>	<p>An approach to develop further programmes to reduce offending by domestic abuse offenders is being developed with Police and Probation service, as part of the County's Multi-Agency Domestic Abuse Strategy. There are increased numbers of Group programmes and</p>	<p>Carrie Peters (L & R Probation Trust) Phil Hawkins / Chief Supt. Paul Telford</p>	<p>Target still to be agreed by new Group.</p>	<p>March 2011</p>

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		a new one to one programme			
	Improve public confidence in how successfully the police and other public organisations are dealing with crime and anti-social behaviour – currently lower than the national average.	Implement new Confidence Improvement Plan, monitored by the Community Safety Programme Board and LAA2 delivery plans. Key actions include - improving our response to reported crime & disorder, tackling ASB and low level crime effectively, tackling serious crime well and improving our communication with communities.	Phil Hawkins/ Chief Supt. Paul Telford	NI 21 – Improve handling of local concerns about antisocial behaviour and crime issues by the local council and police to 33% – LAA2 priority LI 7 – Satisfaction with the way the police and local council deal with anti-social behaviour – LAA2	By March 2011
4	A More Effective Response to Climate Change				
	“There is scope to be more ambitious [in working to reduce the amount of carbon, councils produce from their own activities].” in cutting emissions and conserving energy.	Implement Carbon Management Plan and LAA2 Delivery Plan The 4% savings p.a. in the LAA for all authorities is well ahead of the targets required to help achieve Government targets. The County Council target of 30% reduction in emissions over 5 years from a 2008/09 base is considered to be	Peter Williams / Clima Group	NI 185 – Reduce CO2 emissions from County & District Councils operations by 7.84% (LAA). County Council target of 30% reduction over 5 years.	LAA 2010/11; additional target 2013/14

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		very stretching. Within the context of current resource availability it is also considered to be the maximum feasible. We might be able to achieve more if Government commit to a long term funding programme.			
	“North West Leicestershire has the highest rate [of CO2 produced by residents and businesses] ... one of the ten worst in England”	County and District seeking to reduce emissions through programmes such as the Big Switch Off, Climate Friendly Communities and the district wide Green Footprints Challenge working with communities and businesses across the district on a variety of initiatives.	Christine Fisher/ Wendy Jones		
	Reduce the amount of waste sent to landfill. <i>“The total amount of waste collected is reducing but too much is still sent to Landfill.”</i>	Complete construction work on new Mechanical Biological Treatment facility at Cotesbach and aim to be operational by autumn 2010. This will treat up to 50,000 tonnes of residual waste and up to 80% of this material will be diverted from landfill Progress procurement process to deliver new waste treatment	Holly Field (LCC) Leics Waste Mgt Partnership	NI 192 – Increase the percentage of household waste sent for reuse, recycling and composting to 50.25% – LAA2 By 2015 only a small proportion of Leicestershire's residual	March 2011

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		facilities from 2015 onwards. The authority has been successful in obtaining £86.6m of PFI credits to assist with funding this project.		waste to still be sent to landfill	
5	A Prosperous, Innovative and Dynamic Economy				
	Enhance population skill levels at degree level. <i>“Skills levels are higher than average except at degree level even though there are three good universities locally.”</i>	Increase the demand for high level skills to retain graduates from the three universities by providing appropriate career and placement opportunities. We will do this by attracting, creating and growing businesses that offer high value employment opportunities.	Mandip Rai, Economic Support Unit, Leicester City Council	NI 165 – Increase the proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher to 33.6% - LAA2	April 2011
	Reduce the widening results gap between 16 year olds from deprived backgrounds and those who are better off.	Leicestershire gap at GCSE 31% compared with national gap of 27%. Continue to challenge schools re. outcomes for pupils of free school means (FSM). Intervention will be targeted at schools identified as having the widest gap between non-FSM and FSM at GCSE. Targets will be set for schools where gap is widest. Connexions advisers to work	Tony Mulhearn (LCC)	NI 102, Local LAA2 priority Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4 NI 105, Local LAA2	April 2011

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		with pupils on FSM identified at risk. Issues to be raised with Secondary Headteachers at meetings.		priority The Special Educational Needs (SEN)/ non-SEN gap - achieving 5 A*-C GCSE in English and Maths	
	Develop a stronger outcomes focused evidence base on the impact that support services have on the lives of carers, including employment opportunities (CQC)	<ul style="list-style-type: none"> • Impact of Caring Form (Profile) is in the final stage of development. • Currently undertaking full scale review of service provision within the third sector. 	Heather Pick (LCC)	<ul style="list-style-type: none"> • Launch Impact of Caring Form by February 2010. • Collect Case study examples on a quarterly basis via the Carers' Champions • Re-design monitoring Forms for voluntary/third sector Providers to capture data/information on outcomes for carers accessing services 	
	Develop a stronger numerical and outcomes focused evidence base on the impact that employment support services are having on	<ul style="list-style-type: none"> • Our database has been developed to capture information about the employment status of people using services in line with 	Sue Disley (LCC)	Outcomes information i.e. individual stories and achievements are captured within the	

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	people's employment opportunities, and their broader quality of life. (CQC)	<p>N146.</p> <ul style="list-style-type: none"> • Significant work is in progress to support people with learning disabilities in preparation for work with targets being set for day services to ensure that people are able to achieve employment passports i.e. to have developed a CV, References, volunteering or work experience etc. • Employment is a key element for discussion in Person Centred Transitional Reviews that are being rolled out in special schools around the County. • Employment is a domain in the modernised Inclusion Support Service for people with mental health difficulties. 		person centred planning and review processes that are in place.	
	Increase the number of people with a learning disability who have the opportunity to access paid employment. (CQC)	<ul style="list-style-type: none"> • Leicestershire has 97 people with learning disabilities in paid employment in 2009 and aims to increase this number to 200 by 2012. 	Sue Disley (LCC)	<ul style="list-style-type: none"> • Produce a local Employment Strategy in response to Valuing Employment Now. The strategy is being developed through the Learning Disability 	

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				Partnership Board's work.	
6	A Healthier Leicestershire				
	<p>Reduce increase in smoking rates and tackle smoking by pregnant mothers.</p> <p><i>“Rates of smoking generally are relatively low but they are rising and too many pregnant mothers smoke ... in Leicestershire.”</i></p>	<p>Form Tobacco Control Alliance (meeting 15 Jan 2010)</p> <p>Recruit Tobacco Control Coordinator</p> <p>Expand smoking cessation services, with specialist advisors, including for pregnancy and young people</p> <p>Enhance CQUIN scheme for smoking in pregnancy</p> <p>New IT systems to improve data capture and reporting.</p> <p>Social marketing study to better understand hard to reach groups</p> <p>Commissioning review to ensure targeting of high quality services</p>	Dr Peter Marks (PCT/LCC)	<p>NI 123 – Increase 16+ smoking quitters to 785 per 100,000 population– LAA2 priority</p> <p>12.1% increase in quitters by 2013/14</p>	Structures and systems by March-10
	<p><i>“Only 3 in 10 people think older people get what they need to help them live independently – although this is above the national average.”</i></p> <p>Take steps to improve the position.</p>	Multiagency steering group set up to consider multi agency strategy for delivery and approach to advice and information for over 65s	Mick Connell (LCC)	NI 139 - Increase from 31.2% to 33% the number of people over 65 who say they receive help to stay independent	Draft strategy consultation August /

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		<p>Research and consultation undertaken with over 65s to establish access needs and delivery preferences for advice and information services.</p> <p>Awareness raising campaign will be undertaken. Older persons month, September will be used to give information about services for older people to a wider audience than previously and will use a message to encourage awareness and engagement of the under 65s of services available.</p>		– LAA2	<p>September 2010</p> <p>September 2010.</p> <p>End of project December 2010</p>
	<p>Reduce level of teenage pregnancies</p> <p><i>“There are fewer teenage pregnancies than the average for England but ... numbers are rising and the gap with the rest of the country is reducing.”</i></p>	<p>Research young people’s views about sex & relationships education, contraception, teenage pregnancy, aspirations, etc.</p> <p>Improved data analysis and social marketing including seeking young people’s views on promotional materials. Continued focus on ‘hotspots’ through enhanced delivery plan.</p>	<p>Tony Mulhearn (LCC), Katie Phillips (LCC)/Peter Marks (PCT)</p>	<p>NI 112 – Reduce under 18 conception to 20.9 per 1000 15 – 17 year old young women – LAA2</p>	<p>Partnership actions through to September 2010</p>

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		<p>Improve contracting, delivery and awareness of sexual health services Complete health needs assessment for young people Establish LLR Sexual Health Needs and Commissioning Group Recruit 'You're Welcome' project manager and set up steering group</p>			
	<p>More young people say that they drink too much alcohol or have taken drugs than nationally. Partners have identified a target for a reduction in substance abuse but the target set for 2011 would mean levels remain worse than the current national figure.</p>	<p>Total Place project developing drug and alcohol proposals including around young people and prevention. RIEP project implementing training and identification of alcohol issues. Review of how young people's substance misuse services are provided under way. Specialist services will be developed to meet the current needs of Leicestershire's young people</p> <p>Links to target to reduce hospital admissions caused by alcohol abuse.</p>	<p>Frances Craven (LCC)/ Debra Cunningham (DAAT)</p>	<p>Reduce substance misuse by young people to 11% - LAA2</p>	<p>Tellus survey 2010</p>

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	Improve the quality of health services for prisoners.	Implement new prison mental health model. Review prison dental services. Improve health facilities. Introduce integrated drug treatment services. Increase screening uptake.	Rowena Langtry (PCT)		
	Reduce adult obesity <i>“Too many adults are overweight in Melton, Hinckley & Bosworth and North West Leicestershire and overall the numbers are rising.”</i>	Detailed review of obesity services undertaken. Obesity Strategy to be developed by Obesity Core Group, linked to existing Physical activity and Childhood Obesity Strategies	Peter Marks (PCT/LCC)	To be agreed by Obesity Core Group	Obesity Core Group by March 2010
	Improve healthy eating patterns amongst adults. <i>“Across the county fewer adults eat healthily than the national average. This is important because of the influence adults have on children’s eating habits.”</i>	Review of obesity services has highlighted lower resource in healthy eating than in encouraging physical activity. Plans being developed through the Obesity Strategy	Peter Marks (PCT)	To be agreed by Obesity Core Group	Obesity Core Group by March 2010
	Increase children who say that they participate in good quality physical education and sport to at least the level in similar areas.	Support and Intervention team has established Headteacher advocate programme to influence schools (primary and secondary) to	Peter Chester (LCC)/ John Byrne (LLR SP)	NI 57 – increase children and young people’s participation in sport – LAA2	March 2011

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		<p>timetable 2 hours of high quality PE during curriculum time per week. A scheme to recognise the schools involvement and achievement of the standard will be introduced.</p> <p>In 2010-11 Sports Unlimited programme will focus on linking activity to 5 hr offer, healthy schools and the 2012 agenda. Free Swimming for 16 and under will be maintained and increased take up will be promoted through the availability of offer in 9 community school pools and District owned leisure centres.</p> <p>Delivery of 2012 sub-regional strategy will seek to establish a legacy for young people by increasing their participation in sport and physical activity and improving the take up of the Get set programme.</p>			
	"Overall, people are more active,	Free swimming for under 16s and	Dr Peter	NI 8 – Increase adult	Free

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	<p>but some districts do not do as well as others.” “People’s satisfaction with sports and leisure facilities is generally below average.</p>	<p>over 60s schemes Continue to promote access to sport and recreation activities through the countywide Active Together programme. Establish Physical Activity Champions Group</p>	<p>Marks/ John Byrne (LLR SP)</p>	<p>participation in sport & recreation to 80% - LAA2 priority. 6% increase in participation by 2013</p>	<p>swimming in place Champions Group from December 2009</p>
	<p>Improve health services for people with long term illnesses. There are likely to be more older people in Leicestershire in the future and this would mean more long-term illnesses will have to be treated.</p>	<p>Implement strategy for diabetes, respiratory disease, a range of neurological conditions to promote self-care, provide faster diagnosis and improve screening and treatment.</p>	<p>Rowena Langtry (PCT ?)</p>		
	<p>Reduce hospital admissions caused by alcohol abuse.</p>	<p>Implement Local Enhanced Service for brief interventions in primary care (Dec 09). Increase support for people with identified problems Increase staff in A&E to undertake brief interventions and Total Place pilot to report and implement recommendations</p>	<p>Peter Marks (PCT)</p>	<p>VSC26: Rate of hospital admissions for alcohol-related harm No more than 1598 admissions per 100,000 by March 2010</p>	<p>Increased capacity from April 2010 if funded</p>
	<p>Reduce number of people killed</p>	<p>Continue to use a data led approach</p>	<p>Ian</p>	<p>LI 12 – reduce number</p>	

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	<p>best in the county. <i>"There are some areas in the county where people tend not to live as long as others"</i></p>	<p>risk. Targeted interventions to reduce smoking prevalence and to improve cancer mortality</p>			
7	More Effective and Efficient Service Delivery				
	<p>Deliver more efficiencies through more single services between agencies. <i>"Public services in Leicestershire are not making the savings they could if they delivered more of their services jointly. For some time they have been talking about what services they could share, but real progress is too slow."</i></p>	<p>Public Service Board and Partner Change Board established to implement a Joint Partnership Change Programme of shared services over next three years.</p> <p>Agree a vision for effective multi-agency working at County, District and locality level</p> <p>Progress District Shared services proposals</p>	<p>Brian Roberts/Andy Robinson/ Chris Tambini/ Change Programme Board Andy Robinson Steve Atkinson/Andy Robinson</p>	<p>Achieve LAA, MAA and new national efficiency targets</p>	<p>April 2012</p>
	<p>Improve and streamline public access to services through an inter-agency approach. <i>"Contacting and obtaining public services isn't always as straightforward and streamlined as</i></p>	<p>Decision to include access to Services in Total Place pilot ensures high priority commitment from all partners in defining a new operating model. Working Party established to define vision for</p>	<p>Liz Clark/Simon Lawrence/Roderick O'Conner (LCC)</p>	<p>Final Total Place report will set out recommendations and define measurable success criteria relevant to each individual</p>	<p>Report to Treasury on 5th February 2010. Implement</p>

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	<p><i>it could be. What is available varies and finding information and services over the internet is not as easy as it should be. For example it is difficult to find a link to [Care on Line] from almost all of the district council websites."</i></p>	<p>Leicestershire and to develop solutions. Final report on solution definition due for issue to Treasury on the 5th February 2010.</p>		<p>solution.</p>	<p>ation timetable defined in the report.</p>
	<p>Improve public transport for people living in rural areas</p>	<p>Implement business plan for delivering travel information by July 2010. Approval for new model by December 2010. Deliver the marketing and publicity action plan during 2010/11.</p> <p>Link the work of the Accessibility Forum/ Strategy to emerging travel planning. Host Annual Forum in July 2010. Hourly daytime service within an 800 metre walk of 95% of all Leicestershire residents. Carry out reviews of demand responsive transport and other services in rural areas as part of the day to day core service delivery.</p>	<p>Tony Kirk Biddy Small</p> <p>PTU Leicestershire County Council</p>	<p>Increase in the number of passenger journeys on rural transport (excluding the hourly network)</p>	<p>2011</p>

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		<p>Deliver the Wheels to Work pilot and work with the PCT on access to hospitals and the LAA Access to Services (training and employment) funding pilots in North West Leicestershire and Harborough</p>			
	<p>Ensure businesses in towns and villages are given the support needed to survive recession <i>There is an increase in vacant shops in market towns and the closure of some stores.</i></p>	<p>Major regeneration sites identified in all main Market Towns through Town Centre Masterplans. Area Action plans will see the provision of larger retail units, including supermarkets in each centre, together with the provision of leisure facilities such as cinemas and community facilities for example the Bus Station Development in Hinckley which will be open in 2014. Major schemes will attract the larger chains of multiples and compliment the existing offer provided by independent businesses and will give them the support needed to survive the recession. New Business Improvement Districts to compliment these major schemes and support all businesses in the</p>	<p>Helen Harris LCC Better Places Team</p>	<p>Increase number of businesses assisted.</p>	<p>Ongoing with the exception of the BIDS which will go to the vote by March 2011.</p>

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		area.			
Other Issues related to Local Area Agreement					
	Implement improvements in Citizen Insight and customer intelligence.	<p>Develop comprehensive segmentation types at household level for all 19 identified priority neighbourhoods. Build a deep understanding of vulnerable households, their behaviour, preferences and needs, maximising the use of available partner data alongside other publicly available data.</p> <p>Use customer insight and social media tools and techniques as appropriate and link to existing neighbourhood management structures in order to change customer experiences and behaviours and to make a significant positive difference for the most vulnerable households within the identified customer segment groups. (Emphasis on addressing multiple relevant LAA issues for particular customer segment types)</p>	Sally Chilvers (Police) /Robert Radburn (LCC)/Keith Aubrey Melton Strategic Research Partnership	Support delivery of priority outcomes in priority neighbourhoods through basket of measures.	

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	Improve use of social marketing techniques and more joined up strategic partnership communications	Total Place to pilot using social marketing to reduce young people's substance misuse. Also small pilot on smoking cessation targeted at Bangladeshi community in Loughborough. County Council communications function restructure to deliver more strategic approach to communications. Change Programme to review partnership communications and engagement function from April 2010. Implement sub-regional communications protocol for MAA	Liz Clark/Head of Comms (LCC)/ Sue Cavill (PCT)	Underpins delivery of LAA2 targets reliant on behaviour change. Improved satisfaction with area as a place to live and in residents feeling informed	2011
	Strengthen existing partnership delivery arrangements	Implement project to strengthen partnership delivery arrangements and introduce new support guidance/tools including Peer Review and financial review processes.	Nicole Rickard	<ul style="list-style-type: none"> • Pilot partnerships identified and Local Peer Review Team trained • Local Toolkit finalised and published on LT website • Peer and Financial Reviews completed 	February 2010 June 2010

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				with the pilot partnerships	June 2010
	Implement strategic commissioning framework	New Strategic Commissioning Framework and Group to be launched in January 2010. Approach to underpin future outcome commissioning and funding.	Andy Brown	Strategic Commissioning approach achieves good score in Use of resources and delivers improvements in other outcomes.	December 2010
	Embed improved delivery planning using "Turning the curve" and other techniques	Implement alternative delivery planning tools/techniques to support creative approaches to improving outcome delivery.	Andy Brown	Support delivery of LAA/community outcomes .	December 2010
	Improve capture of information on LAA outcomes and good practice and innovations	Implement new LAA outcome monitoring process to ensure learning and successes captured and shared.	Andy Brown	Underpin delivery of outcomes and further CAA more green flags	December 2010
	Ensure mechanisms are in place for better cross theme discussions	Strategic Commissioning Group, Commissioning Managers network and provider networks established to ensure that there is better cross theme discussions on commissioning of services.	Nicole Rickard/ Andy Brown	Supports delivery of LAA targets and SCS outcomes	April 2011

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	Co-ordinate partnership implementation of equalities and embed EIA's in delivery planning and commissioning	<p>Progress project to embed equalities across the partnerships.</p> <p>Ensure commissioning process includes proper engagement with equalities groups and that commissioning plans include equalities considerations.</p>	<p>Nicole Rickard</p> <p>Andy Brown</p>	<ul style="list-style-type: none"> • Audit of all Leicester Shire Equalities Forum members completed • Draft Partnership E and D Strategy produced • Shared EIA Toolkit in place • Phase 1 Member/ Officer Training Programme developed and underway 	<p>January 2010</p> <p>May 2010</p> <p>December 2010</p> <p>September 2010</p>
	Review the effectiveness of Social Capital work and alignment with activities in priority neighbourhoods and personalisation agenda.	Review underway involving new Stronger Communities team at Voluntary Action Leicester/shire; their focus now aligned with priority neighbourhoods. Links with personalisation agenda being developed.	Simon McIntosh/ Nicole Rickard	Outcomes to be measured through a basket of indicators, currently being developed.	June 2011
Use of Resources					
	Performance management to include greater focus on value for	Unit costing and challenge to be further developed focusing on key	Chris Tambini (LCC)	Delivery of efficiency targets	April 2011

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	money and cost efficiency.	areas of spend. VFM benchmarking to be undertaken through a new project, support services benchmarking, and Somerset VFM benchmarking. Further training and development for service managers leading efficiency projects. Embed Efficiency governance arrangements and momentum.			
	Improve Environmental Performance Management	Publish environmental footprint in Leicestershire Matters. Undertake environmental risk assessments of all high risk activities identifying specific actions to be included in Service Plans to be completed by March 2010. Undertake environmental compliance audits of all high risk sites to be completed by March 2010. Undertake an assessment of Climate Change vulnerabilities across services and embed appropriate actions in service plans. Embed the 7 ways to Go Green into staff behaviour through information and awareness activities. Establish a network of Green/Environment Champions	Peter Williams (LCC)	County Council and partners are improving outcomes on a range of environmental performance measures	December 2010

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		across the authority			
	Implement Use of Resources Commissioning Improvement Plan	Improvement plan and actions in place. Action plan to be implemented during 2010	Fiona Holborn/ James Trotter	Ensure commissioning and procurement targets are being achieved.	By end 2010