LOCAL AREA AGREEMENT FOR LINCOLNSHIRE

FINAL DRAFT

19-01-07

CONTENTS

This final draft of the Local Area Agreement (LAA) consists of this main document, appendices and the background working papers listed below.

1. Introduction

The Local Area Agreement (LAA) for Lincolnshire has been developed through a participative and inclusive process with a wide range of partners. The Lincolnshire Assembly, the countywide Local Strategic Partnership (LSP), has provided a focal point for the development of the LAA. Working through the Lincolnshire Assembly, we have agreed the strategic direction of the LAA and aligned the core corporate objectives of partner agencies with a common vision for Lincolnshire.

The LAA is an agreement between local partners and national government to deliver key outcomes for Lincolnshire over the next 3 years. The LAA provides a framework for improved joint working that will address Lincolnshire's priorities through better use of existing resources and strengthened partnership working.

The priorities in the LAA are built on the Sustainable Community Strategy for Lincolnshire (adopted in September 2006) and we see this LAA (and future LAAs) as a key delivery mechanism for our long-term vision. The Strategy was developed following extensive public and stakeholder consultation and there is clear synergy with the Community Strategies of the seven Lincolnshire District Councils.

Anticipating the development of the LAA, the Sustainable Community Strategy for Lincolnshire was designed around the four LAA Blocks (see the contents page of this LAA for details of the 4 blocks, listed under appendices). Local Strategic Partnerships across the County have been working to align their Community Strategies and action plans to this structure, and to the objectives set out in the Strategy. During the consultation and development of the Sustainable Community Strategy four cross-cutting themes emerged as key issues for Lincolnshire. In the Local Area Agreement these cross-cutting themes are set out as the following Headline Challenges:

- Improved access to services - and to information about services in ways that are appropriate for all
- Environment and climate change – protection of existing natural and built heritage and effective response to the challenge of climate change
- Community cohesion – valuing and incorporating the contributions that everyone can make
- Affordable housing – encouraging and enabling people to preserve existing housing stock to good standards, and providing a wide range of attractive and affordable places for people to live

The focus on these cross-cutting themes as headline challenges in our LAA ensures that we prioritise working across blocks and ensures that issues impacting on more than one block are tackled comprehensively.

Our approach to the LAA aims to focus resources most effectively across the County. Many parts of Lincolnshire enjoy a high quality of life that attracts investment and makes it a destination for people from other parts of the UK. At the same time there are areas that suffer from multiple deprivation and smaller areas where there is hidden rural deprivation that is difficult to analyse

through standard measures. The challenge for Lincolnshire's LAA is to ensure that our high performing areas are sustained and continue to develop, while those areas that need improvement can be brought closer to the Lincolnshire average through better targeted service delivery. We also recognise that certain issues spread beyond small locality boundaries, and can only be tackled through a broader approach.

Lincolnshire's approach is based on evidence with appropriate intervention where it is needed on priority issues across the County. It includes three levels of intervention - ranging from improvements for all across the County, to a co-ordinated and preventative approach that tackles problems early through pro-active joint working, and also a more focused intervention approach in specific geographical priority areas where need is greatest. Our LAA provides a clear vision of improvements to Lincolnshire:

Our Vision	"By 2021 Lincolnshire is seen as the place where people want to live, work, invest and visit." (Sustainable Communities Strategy)
Our Block Priorities (Outcomes, indicators targets) and	1. Safer and Stronger Communities (SSC) 2. Children and Young People (CYP) 3. Healthier Communities and Older People (HCOP) 4. Economic Development and Environment (EDE)
Headline Challenges – that cross blocks	1. Improved access to services 2. Environment and climate change 3. Community cohesion 4. Affordable housing
Our approach (The Lincolnshire model)	1. A sustaining approach with improvements for all across the County. 2. A co-ordinating and preventative approach that tackles problems early through pro-active joint working. 3. A more focused intervention approach in specific geographical priority areas where need is greatest.

An inter-agency Project Management Board has guided the development of the LAA to final draft stage, reporting progress to the partner agencies involved and the Lincolnshire Assembly and its executive body. Following formal signing of the LAA by the Leader of the County Council and the Chairman of the Lincolnshire Assembly, a joint-agency Strategy Board will be responsible for strategic direction and implementation of the LAA. Further information on how the LAA will be delivered, the governance arrangements and who is involved is below in section 5 of this document and full details are in Background Paper 1.

2. Evidence for Lincolnshire's key priorities, headline challenges and geographical focus

In order to identify our priorities and headline challenges we have drawn on a robust evidence base for Lincolnshire. There are a number of reference documents that set out the evidence base in detail (see Background Paper 2 to this document). We highlight here a snapshot of the evidence of the particular issues that we are seeking to address through both the four LAA blocks and the Headline Challenge Partnerships:

- **A fast growing population with a "hidden crisis in economic growth and performance".** Lincolnshire's population grew by 9.9% between 1991 and 2001, compared with a national growth rate of 2.6% and regional rate of 4%. Within Lincolnshire, North Kesteven experienced the fastest growth rate, at 17.5%. Further estimates of growth to 2004 remain substantially above the national and regional averages. Anecdotal estimates for the numbers of **migrant-workers** currently living in Lincolnshire have ranged from 50,000 to 70,000, (a baseline survey is currently being commissioned to clarify the situation.) The current annual growth of the Lincolnshire economy is 0.8% compared to a national growth rate of around 2.5%. The County's **economy** can be summarised as: being reliant on traditional industries; having low productivity; having a low skills base; offering low wages; hindered by a poor infrastructure. Currently many family professionals locate to the county because of attractive house prices but commute to work outside the area. Conversely, although house prices are attractive to family professionals, a large number of local residents suffer because of a lack of affordable housing;

- **Large rural, sparsely populated County with unequal access to services and opportunities.** Lincolnshire covers an area of 5,921 square kilometres, with a population density of 1.1 person per hectare. As a consequence of the size of the county, the highway network is extensive (9,018 kilometres). Within this network there is no motorway and just 66 kilometres of dual carriageway. Transport links have historically been poor outside the major urban areas (Lincoln, Boston, Grantham). Targeting of investment by the transport authority has meant that most towns have been linked by InterConnect services on the primary routes, supported by Demand Responsive CallConnect services, interlinking at transport hubs. However, there are still some communities without access to these important services, affecting their ability to get to places of further education, work, leisure, particularly for young people. Many communities and particularly **young people** are disadvantaged by where they live. This can affect their ability to get to places of work or learning and limit their choice of opportunity. Analysis shows the need to ensure a collaborative approach to 'getting people to services and services to people';

- **Inequalities across the County.** 14% of Lincolnshire's population live in neighbourhoods (referred to here as 'super output areas') that are among the 10% most deprived in England; 26% of Lincolnshire's population live in neighbourhoods that are among the 20% most deprived in England. Whilst overall the **health** of the population of Lincolnshire is better than the national average, there are variations within the county that highlight

health inequalities across and within districts. Lincolnshire-based health surveillance and health needs assessments reinforce the link between deprivation and ill-health. The disadvantaged areas of the county, as identified by the national Index of Multiple Deprivation (IMD) 2004, have disproportionately higher burdens of ill-health – namely the east coastal strip (Mablethorpe & Skegness), Lincoln (Spearhead status) and areas in Gainsborough, Grantham and Boston. Within Lincolnshire there is little `narrowing of the gap` in ill-health between the best and worst wards. For Gainsborough, the health inequality gap is widening in terms of premature mortality;

- **Not always safer or stronger communities.** Although crime levels are below the national average, the vast majority of crimes were concentrated in the urban areas around town centres or in areas of high deprivation. Drug dependence is closely linked to acquisitive crime. During 2004/5, 2000 people entered structured drug treatment in Lincolnshire. This is a 25.5% increase on the previous year. In 2004-5 there were record levels of school exclusion due to drug and alcohol use. **Road Safety** is a major concern in Lincolnshire with 69 people killed and 369 people seriously injured in 2006, although the number of people killed or seriously injured on the county's roads has decreased by 22% compared to the previous year. On **Cohesion** 37.3% of BME respondents reported that they had been subject to some form of harassment or racial discrimination in the County according to a survey carried out in South Lincolnshire in 2006. Problems are compounded by scarcity, rural and cultural isolation and lack of support structures. Evidence highlights the need to **strengthen families** to be able to look after their children at home, and to ensure all children and young people are protected from accidental injury or death and are safe from bullying and discrimination;

- **Environment and climate change challenges**. Climate change is recognised as one of the most significant challenges we face. It will continue to have far reaching effects on Lincolnshire's people and places, economy, society and environment. The most recent regional study on the impacts of climate change concluded that whatever action is taken now to mitigate future climate change, the outcome for the next 50 years is probably fixed. In that timescale: temperatures could increase by up to 2°C depending on season – more than twice the change in the whole of the last century; winter rainfall could have increased by about 15%; summer rainfall could decrease by up to 30%; autumn soil moisture contents could fall by an additional 20 to 30%.

  The impacts on Lincolnshire's agriculture, economy and health need to be planned for. On our coast, the sea level is predicted to rise by 355mm in the next 50 years, and a further 660mm in the following 50 years. Coupled with increases of up to 21% in extreme wave heights over the next 100 years, this will create challenges for Lincolnshire, where around 40% of land is below current day sea level. Although sea defences are in place to manage this risk, their effectiveness will reduce as these impacts of climate change are felt, unless remedial action is taken.

In addition to short-term adaptation to the changes already in train, we need to mitigate against longer-term potentially catastrophic climate change by reducing greenhouse gas emissions (primarily CO_2 from buildings, transport etc). Whilst we do so, we need to understand and exploit the opportunities of a low carbon economy. So, for example, developing the infrastructure for an alternative energy economy provides a sustainable way forward. Linked to climate change we need to reduce waste going to landfill (with methane from landfill being 20 times more potent than CO_2). Reducing consumption and increasing reuse, recovery, recycling and composting provide a well understood way forward.

In addition to the environmental impacts of climate change, we face challenges in protecting and enhancing Lincolnshire's natural, historic and built environment. Amongst our assets are habitats and landscapes of international and national importance, although the general level of biodiversity is amongst the poorest in the country and in need of 'a step change'. The contribution of this green infrastructure and our natural and historic environment is important to quality of life, economy and attracting and retaining population.

Geographical Priority Areas

Our approach to the LAA recognises that in a small number of geographic areas a greater difference can be made through targeted intervention. On the basis of the national Index of Multiple Deprivation (IMD) partners in the county identified sixteen groups of small neighbourhood areas (Super Output Areas) across Lincolnshire that fall within the 10% most deprived nationally for employment, health, crime and lack of qualifications. These sixteen clusters of Super Output Areas (SOAs) represent those neighbourhoods where there are the greatest concentration of issues and the greatest opportunities for developing a new and co-ordinated approach to tackling them on an area basis.

The map over-page shows each of the sixteen identified clusters, with a key identifying the wards or parts of wards that are included in each cluster, together with a population figure for the cluster as a whole. For this reason, population figures for the wards themselves will often be quite different.

Lincolnshire LAA – geographical priority areas
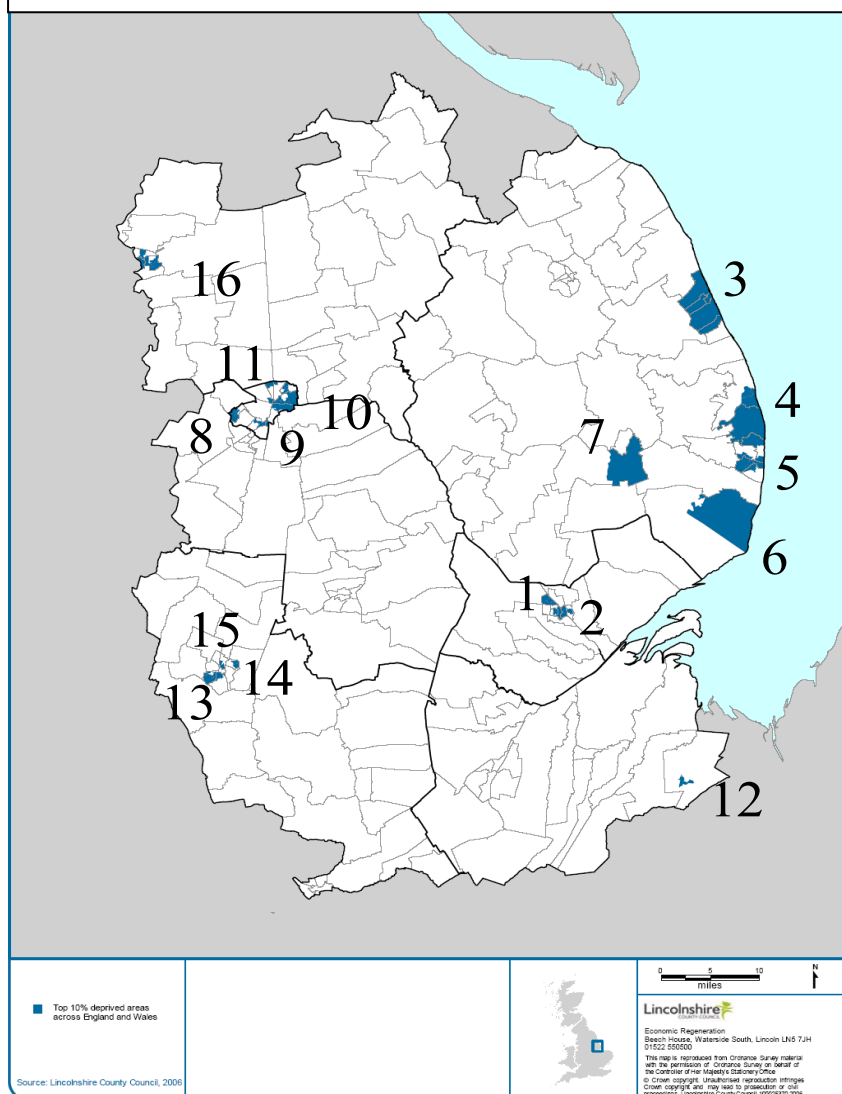
Key to LAA Priority Areas - Lincolnshire		
Number	**Wards or parts of wards within cluster**	**Population of cluster**
1	Boston - Fenside	3,619
2	Boston - Central, Pilgrim, Skirbeck, Stanisland South	7,099
3	Mablethorpe, Trusthorpe, Sutton on Sea North	9,352
4	Ingoldmells, Chapel St Leonards, Winthorpe	7,081
5	Scarbrough, Seacroft, St Clements, Winthorpe	9,623
6	Wainfleet and Friskney	1,166
7	Halton Holegate	1,045
8	Lincoln - Birchwood	4,785
9	Lincoln - Moorland	4,700
10	Lincoln - Park, Abbey, Glebe, Minster, Carholme	11,327
11	Lincoln - Castle	3,073
12	Sutton Bridge	1,372
13	Grantham - Earlsfield	6,982
14	Harrowby	3,133
15	St Wulfram's	1,648
16	Gainsborough	8,972

We acknowledge that the scope of the LAA is greater than these priority areas alone, but they are most significant in respect of the opportunity for intervention in the key issues that we are seeking to address. Equally, it is important that formal ward or SOA boundaries should not be used to restrict work geographically should there be a need to address a specific issue over a wider area. This is particularly true of issues that extend into rural areas outside the urban centres.

Partners have agreed, therefore, that the clusters identified above should be grouped into five geographical priority areas, based on intensity of need and capacity for effective intervention. The priority areas will be addressed on a rolling basis over the next three years, as follows:

- Year One (2007-08) onwards - Lincoln (areas 8, 9 and 10) East Coast (areas 3, 4 and 5, possibly including 6.)

- Year Two (2008-09) onwards - Boston (areas 1 and 2), Gainsborough (area 16)

- Year Three (2009-10) onwards - Grantham (areas 13, 14 & 15)
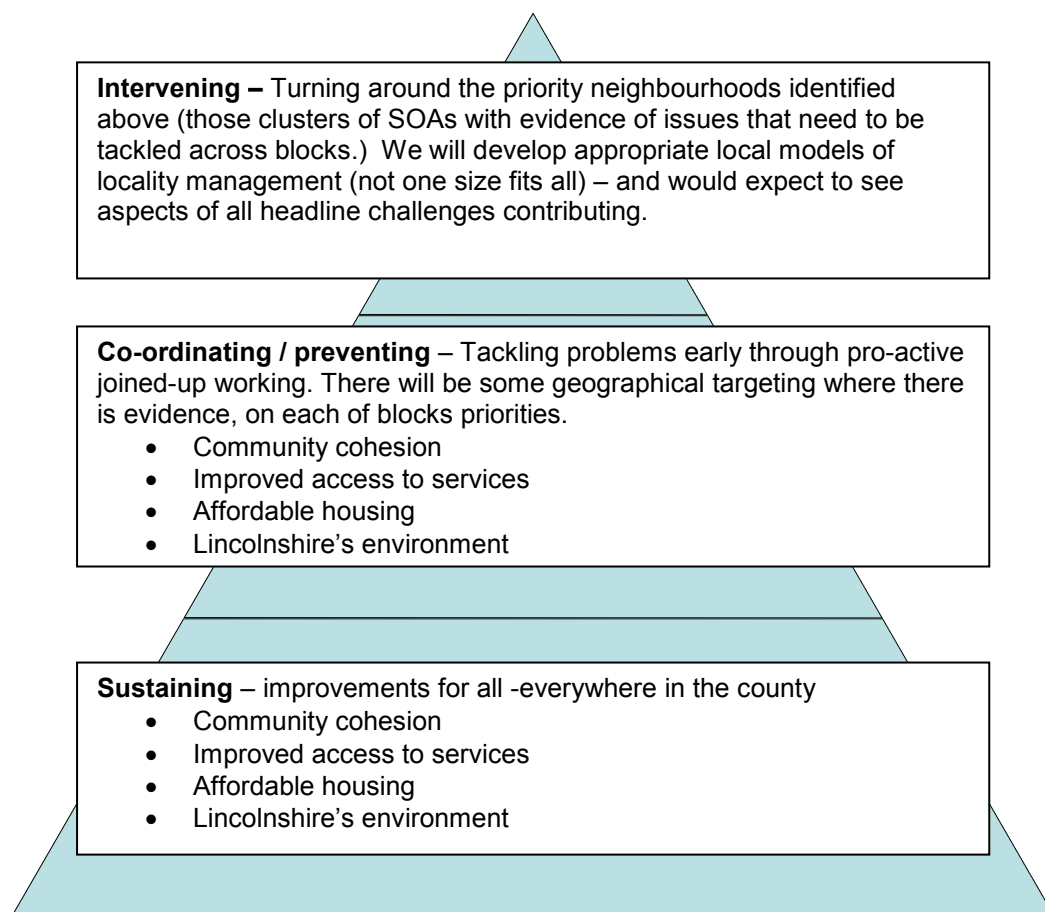
Not all the groups of SOAs highlighted above fall within the geographical priority areas. However, it is anticipated that local requirements and existing delivery mechanisms will have a significant influence in determining how the approach to the geographical priority areas will be developed on the ground.

3.   Key features of the Lincolnshire approach

3.1   What will be different?

Lincolnshire's LAA approach is set out in diagram below. It describes how we will work together on the issues identified from our evidence base at different levels according to need. It ranges from a sustaining approach with wide geographical impact and taking into account the circumstances of a sparse rural population, to a more focused intervention approach in specific priority areas that offer opportunities for more intensive development of improved ways of working.

Agreement on this approach represents a significant commitment for the County and partners. This model is reflected in each of the four LAA blocks (see appendices 1-4, where more detail is available for each of the blocks). It ensures that the key themes of the LAA can be implemented most effectively according to local circumstances, and takes advantage of existing delivery mechanisms, such as Local Strategic Partnerships (LSPs), Local Children's Partnerships, and the Lincolnshire Accessibility Partnership.

Intervening – Turning around the priority neighbourhoods identified above (those clusters of SOAs with evidence of issues that need to be tackled across blocks.) We will develop appropriate local models of locality management (not one size fits all) – and would expect to see aspects of all headline challenges contributing.

Co-ordinating / preventing – Tackling problems early through pro-active joined-up working. There will be some geographical targeting where there is evidence, on each of blocks priorities.
- Community cohesion
- Improved access to services
- Affordable housing
- Lincolnshire's environment

Sustaining – improvements for all -everywhere in the county
- Community cohesion
- Improved access to services
- Affordable housing
- Lincolnshire's environment

Throughout the development of the LAA we have challenged ourselves to focus on adding value to the work that we are currently doing as individual agencies and in existing partnerships. In this section we want to highlight some of the interventions that will contribute to the delivery of the LAA. This approach, the actions below and the drive from the new strategic board all represent a major and positive move forward for the County.

There will be a clear focus on action – by 1st April 2007 there will be delivery plans in place for:

- Each outcome in each of the four blocks;
- The headline challenges; and
- The geographic focus areas for Year 1 (Lincoln and the Coast).

Many of the interventions below are new and those that are existing commitments in other plans will benefit from the higher profile and drive that we will make sure the LAA brings for all partner agencies and partnerships.

3.2 Key features of our plans for the LAA block delivery

Healthier Communities and Older People	Children and Young People
- Health inequalities targets addressed in Spearhead and non-Spearhead areas based on need - Agreed strategic frameworks on preventive approaches, e.g. physical activity & health, food & health, alcohol harm reduction, health at school - Development of joint commissioning functions and provider services with more jointly funded posts - A much larger pool of frontline staff available to be trained with a primary prevention remit and single assessment and unified referral process across a wide range of organisations - Service developments through the Long Term Conditions Programme to enhance independence, use of Community Matrons and models of care developed to maintain vulnerable older adults at home, where appropriate - Technology used to provide lifeline monitors, smoke detectors etc. to enable people to remain in their homes. Community Alarms services via Supporting People - As part of a wholesale rethink about how the Supporting People Partnership in Lincolnshire helps vulnerable people into tenancies, a new 5 year strategy and commissioning plan are being developed based on a detailed needs analysis with input from customers and suppliers. This will be completed in March 2007 and incorporated into the LAA at the earliest opportunity	- Manage Extended Provision (increased number of children's centres, extended services and the LCC Strengthening Families approach i.e. preventative services) through Extended Provision Managers - The establishment of clusters of schools based on local communities which will form a framework for universal services provision. These will be known as Local Children's Partnerships (15) - Annual increase in the number of schools with an approved School Travel Plan - Provision of integrated services for children and young people with a disability - Reduce NEET targeting resources on those areas and those young people where risk of NEET is greatest (NEET stands for those not in education, employment and training)

Safer and Stronger Communities	Economic Development and Environment
- Targeted crime reduction through the Prolific and Priority Offenders Scheme and Crime and Disorder Reduction Partnerships (CDRPs); - Reduced repeat domestic violence through support packages, enforcement and education; - Partnership on litter, abandoned cars, graffiti and damage & noisy neighbours – link environment with anti-social behaviour and crime generators; - Joint referral to treatment centres – alcohol and drugs; - Enforcement of licensing policy – to reduce alcohol harm and violence; - Commission the voluntary sector through the Voluntary Sector Consortium and Compact agreements.	- Lincolnshire Environment and Climate Change Advisory Panel will ensure that there is a much closer approach to working on the sustainability agenda; - Local delivery partnerships such as RAZ, CAZ, BARC, GLP will develop targeted strategies to help those most at risk of labour market exclusion and to promote business investment; - We seek to pool an element of the regional ERDF allocation within the LAA.

3.3 Key features of our plans for the geographic focus priority areas

Year 1 - The Coast and Lincoln City
Lincoln City   - A full set of integrated floor target and local area agreement delivery plans have been developed in Lincoln. They set out plans for prioritising key neighbourhoods and delivery across the four LAA blocks. They build on the Floor target action plans which were completed in March 2006 which focussed on Health, Crime, Worklessness, Housing and Education have been developed (September 2006). They include the LAA mandatory targets;   - Neighbourhood management is in place in two priority neighbourhoods in Lincoln. This approach is to be developed further with partners and forms a key action in each of the delivery plans. A neighbourhood strategy will facilitate the roll out of neighbourhood management in the City;   - Evidence base has been established for Lincoln, detailed targets at neighbourhood level are being agreed and will be included in the LAA refresh. Evidence base will be prioritised for the coastal areas;   - Lincoln LSP is commissioning a piece of work to explore and integrate community cohesion work across the priority themes. Phase 1 will be complete by the end of March 2007 and will identify key community cohesion issues for the city and recommend the priorities for phase 2 of the research;   - Colleagues in Lincoln and the Coast working together to develop appropriate model of locality working on the coast. Building on Coastal Action Zone work.

Year 1 - The Coast and Lincoln City

East Coast
- Direct intervention on the East Coast will be developed in three priority areas:
    - Mablethorpe, Trusthorpe & Sutton on Sea North
    - Ingoldmells, Chapel St Leonards & Winthorpe
    - Scarbrough, Seacroft, St Clements & Winthorpe
- Interventions here will include:
    - Extending GP referral / exercise on prescription programmes
    - Providing adult skills training & creating new employment opportunities
    - Extending drug & alcohol treatment, test purchasing and licensing enforcement
    - Delivering measures to reduce fuel poverty & increase benefits take-up
    - Increasing support to parents on breastfeeding, smoking cessation & learning
    - Delivering work programmes set by Neighbourhood Management Panels
- Improving availability of services for older people;
- Delivering Children's Centres and Extended Schools Provision;
- Adopting the Nottingham Declaration on Climate Change & coastal defence measures;
- Developing use of fixed & mobile CCTV;
- Increasing reporting of domestic violence and hate crime;
- Improving access to dental services;
- Achieve Equality Standard;
- Increase recycling rates;
- Increase number of affordable homes and improve quality of housing stock.

Commitments from Block Partnerships and agencies to joint working in these areas
- Specific crime reduction measures targeted at hot spots, joint agency diversionary projects to reduce the harm caused by anti-social behaviour. Combined enforcement action and support to drug and alcohol hot spots – drug & alcohol education to young and vulnerable people. Target violent hot spots – links to alcohol and substance abuse support;
- Co-ordinated community networks to promote and support healthy lifestyles & to ensure effective service delivery for vulnerable adults and older people, established initially in target areas;
- Networked & tiered model of healthy lifestyle support services and community programmes. Dedicated "Health Trainers" to develop & support personal health plans with people at risk of, and with long-term health conditions. Accessibility Planning - Improved transport in Boston area.

3.4 Key features of our plans for the headline challenges

Community cohesion	Improved access to services
- Programme of action to build respect in communities and reduce anti-social behaviour; - Prioritise the establishment of comprehensive baseline intelligence on location, numbers and needs of BME and migrant worker communities; - Support the development of the Lincolnshire REC and its transition to an Equality Council; - Range of interventions at local level to empower people to have a greater choice and influence over local decision making and a greater role in public service delivery; - Participation in Audit Commission Fens Project on Migrant Workers; - Public sector agencies and their partners work towards reaching equality standards 2 and 3 on a shared timetable.	- Improved access to and provision of appropriate public and community transport; - Increased number of Children's Centres; - Annual increase in the number of schools with an approved School Travel Plan ; - Shared services – the local authorities in the County are already committed to the development of shared services. This programme will now be focused on how we can use the benefits of the shared services principles to improve service access; - As a starting point there is a commitment to ensuring that by 2011 90% of households are within 30 minutes of a local service centre or supermarket by public transport.
Environment and climate change	**Affordable housing**
- Establish Environment and Climate Change Partnership to provide co-ordinated action; - Local Authorities sign up to the Nottingham Declaration on Climate Change; - Reduce CO_2 emissions; - Grow Lincolnshire's sustainable energy economy, including development of biofuels; - Reducing amount of waste disposed of through landfill; sustaining biodiversity - Promoting environmental tourism; - Linkages with neighbouring areas e.g. Fens Pathfinder Project; - Promoting healthy lifestyles and improving mental health through improving access to opportunities for sports and leisure; - Developing cultural and heritage activities.	- Additional homes provided through New Growth Points funding; - Public sector land – single database of all land currently in the ownership of public sector organisations. Through the LAA we will seek to secure an agreement of all partners for the aim of providing more land for affordable homes; - Work towards common approach to Section 106 Agreements to avoid loss of opportunities through planning gain; - Eco-homes – work towards establishing a countywide standard on the development of eco-homes and seek to establish carbon neutral developments; - Increase number of older people helped to live at home and reduce numbers moving permanently into residential care.

4. Developing and delivering the Local Area Agreement

4.1 Involvement

The Lincolnshire Assembly is the overarching countywide partnership through which partners have worked to develop the LAA. A partnership Project Management Board, chaired by the Chief Executive of West Lindsey District Council, was established to co-ordinate development work to final draft stage, while block steering groups have also been established. Where possible, we built on existing partnerships/agencies to provide delivery vehicles for the LAA rather than setting up lots of new delivery vehicles.

A number of stakeholder workshops were held for the widest possible constituency of partners (December 2005, June, September and November 2006). In addition, briefings and consultation have been carried out at every Local Strategic Partnership (LSP) steering group meeting since January 2005. Workshops were also provided for elected Members, as well as presentations and briefings for individual partner agencies. Individual agencies have also developed their own methodologies for working with the LAA internally.

The voluntary sector is represented on the Lincolnshire Assembly Executive, and was involved in the LAA through two representatives of the LAA Project Management Board, and on each of the four LAA block steering groups. Block steering groups met regularly, and worked with block leads from the Government Office for the East Midlands (GOEM) and external consultants to develop draft block plans. Delivery against the headline challenges was implemented through nominated leads for each headline challenge, working with block leads to ensure an integrated approach to the final draft.
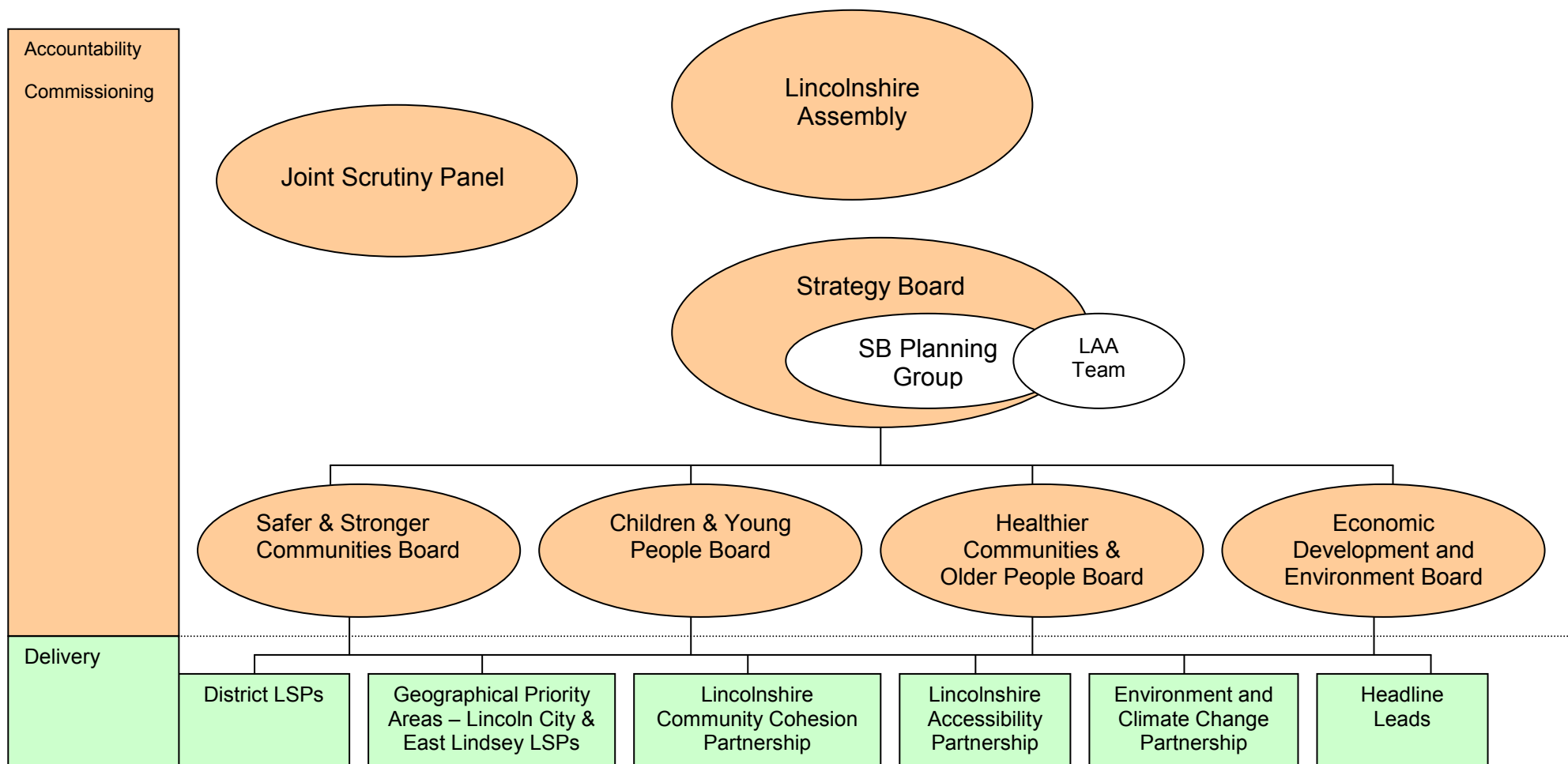
4.2 Governance Arrangements

Partners have considered the longer-term requirements for governance of the LAA, particularly in light of the recently published Local Government White Paper, and with interests of accountability and effective performance management in mind. The governance structure outlined below was discussed and agreed by the Lincolnshire Assembly, and was confirmed at the first meeting of the Shadow Strategy Board on 19th January 2007.

Each of the block partnerships developed proposals for a Block Board with linkages to existing delivery mechanisms - including the provision for progress against headline challenges to be reported through the Block Boards as integral elements of the block plans. These Boards, along with the LAA Strategy Board, will exist in shadow form from January 2007, and will come into full operation in April 2007.

The relationship of the Block Boards to the Strategy Board is set out in the overall governance arrangements for the LAA (see below and in Background Paper 1). This includes general principles such as: the presence of the relevant County Council portfolio holder and district representation on each Board; the approval of the block governance arrangements by the Strategy Board; and the appointment of chairmen to the Block Boards on the basis of nomination by the Boards to the Strategy Board.

Lincolnshire Local Area Agreement - Governance Arrangements

Accountability

Commissioning

Delivery

Joint Scrutiny Panel

Lincolnshire Assembly

Strategy Board

SB Planning Group

LAA Team

Safer & Stronger Communities Board

Children & Young People Board

Healthier Communities & Older People Board

Economic Development and Environment Board

District LSPs

Geographical Priority Areas – Lincoln City & East Lindsey LSPs

Lincolnshire Community Cohesion Partnership

Lincolnshire Accessibility Partnership

Environment and Climate Change Partnership

Headline Leads

Governance Arrangements - LAA and headline challenge delivery

Our Block Outcome Plans will be developed and delivered by a combination of delivery vehicles these are either:

1. Organisations in their own right;
2. Existing partnerships - with terms of reference modified to ensure LAA delivery;
3. New partnerships where needed to plug the gaps not filled by (1) and/or (2) and meet our new aspirations in the LAA.

It is proposed that all block outcomes will be delivered through action plans that are owned and delivered through one of these vehicles. The partnerships will report their progress using the LAA Performance Management system (details below) to the LAA Strategy Board. As LAA delivery vehicles the role will include the following functions:

- Directly delivering block and headline action plans (scoping, defining programmes and projects);
- Facilitating and influencing delivery through other partnerships/agencies;
- Supporting and advising other delivery partnerships/agencies.

Examples of where existing partnerships will focus on LAA Outcomes and Headlines Initiatives include:

Direct and/or Influencing Role		
Partnership	**Blocks**	**Headline**
Lincolnshire Accessibility Partnership	1,2,3,4	Improve Access
Lincolnshire Waste Partnership	4	Environment
Children & Young People Strategic Partnership	2	All
Safer and Stronger Communities Board	1	Cohesion, Inequality
Local Strategic Partnerships (LSP)	1,2,3,4	All
Healthier Communities & Older People Partnership	3	Access, Cohesion
Community Cohesion Partnership	1,2,3,4	Cohesion
Note- for the purposes of the above: Block 1 = Safer and Stronger Communities Block 2 = Children and Young People Block 3 = Healthier Communities and Older People Block 4 = Economic Development and Environment (EDE)		

Governance Arrangements - Typical arrangement proposed:
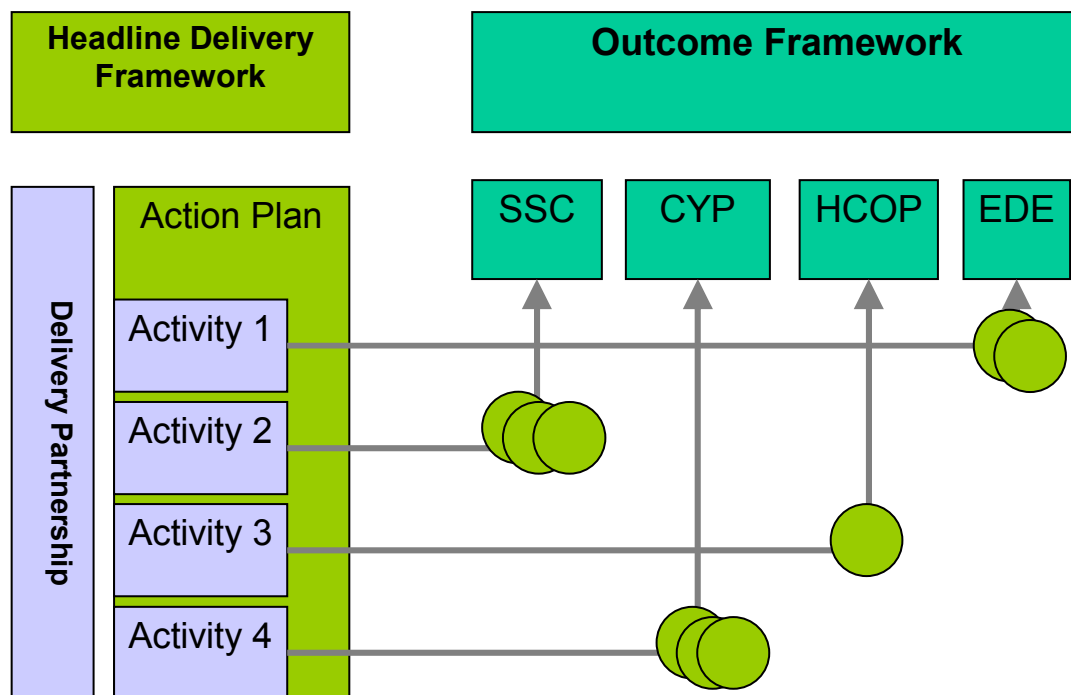
Further detail of block delivery is set out in the appendix and in the action plans that will be in place by April 1st 2007.

4.3 Performance Management

A comprehensive, best practice performance management framework is being developed and implemented to support both the Sustainable Community Strategy and Local Area Agreement in Lincolnshire.

The County Council has agreed to co-ordinate this work and will host information on their PerformancePlus™ system (already used successfully in several LAAs). This approach will include a web based database covering:

- Community Strategy priorities linked to LAA objectives
- Performance indicators
- Targets for each measurement period so we can evaluate progress towards end targets for the LAA
- Comparative information (where available – usually for statutory performance indicators only)
- Initiatives to secure changes in performance and regular tracking of progress
- Significant risks to delivering LAA outcomes and actions to manage them

Best practice techniques used will include clear responsibilities for delivering objectives/initiatives, an audit trail and development of leading performance indicators where shifts in outcomes may occur late in the lifetime of the LAA

(or even afterwards). Reports will be tailored to the needs of specific stakeholders and the governance framework including: GOEM and government agencies; Lincolnshire Assembly and Lincolnshire Assembly Executive; LAA Public Service Board; Delivery agencies; the public of Lincolnshire.

These reports will vary in detail and content according to purpose and stakeholder. Reporting frequency will be quarterly (rather than six monthly) with formats based on 'latest available information' to cope with any lags in the provision of data or where data is available less frequently.

Reports and other information will be made available on the Lincolnshire Assembly website. Other agencies will be able to link to this from their own website and intranets. The system will also be used to cover non-LAA elements of the Sustainable Community Strategy for Lincolnshire. A recent Audit Commission report concluded that the County Council's approach to managing data quality exceeds minimum standards but also made recommendations covering the integrity of third party data. These will be acted upon to make sure all stakeholders have confidence in the performance management framework for the LAA and LSP.

Work will be co-ordinated by the County Council's Assistant Chief Executive (Performance) with day to day co-ordination by the council's Performance Team, with links to LAA governance arrangements and representatives from delivery agencies. This is an experienced team, whose experience includes work on pilot LAAs and effective performance management systems for LAAs, LSPs and other partnership working.

Progress in developing the framework will be reported to the LAA Management Board against criteria in the Government Office Assessment Tool for local performance management arrangements. A timetable has been agreed (see below) that envisages quarterly monitoring. 2006-7 baselines and quarter 1 (Q1) performance (where available) will be reported in August 2007 as a dry run for the half-year review in November 2007.

Agreed Timetable:

January 2007	Draft to Ministers
February 2007	Demonstrate prototype based on January submission
March 2007	Signed off
August 2007	Report baselines on 2006-07 and Q1 where available
November 2007	Half-year review
February 2008	Report Quarter 3 (Q3)
July 2008	Annual report for 2007-08 Report Quarter 1 (Q1) 2008-09

Part of developing the framework will be to agree criteria for a 'ladder of intervention' between the delivery agencies and other elements of the overall governance arrangements. All of the arrangements described above will meet the requirements for performance management of LAAs (as set out in Annexe

C of the Round 3 Guidance for LAAs). In addition, these arrangements have been devised with a view to future developments such as Part 6 of 'Strong and prosperous communities; The Local Government White Paper' (Cm 6939-1: October 2006).

4.4 Approach to funding

Partners are committed where appropriate to aligning the use of resources – including funds and personnel – to support the delivery of the LAA. Our approach to funding in the LAA seeks to:

- Ensure that funding is clearly linked to the LAA Delivery/Action Plans and will be performance managed. Each activity will be given an owner; the owner will be the most appropriate available in each case; this could be a single entity, an existing partnership or a new partnership. The owner will be responsible for delivery;

- Take a phased evolutionary approach to the use of funding to deliver the LAA outcomes, seeking to build on the commitments we will include in year 1. We will continue to explore how mainstream funding can further support the outcomes of the agreement throughout the agreement (progress on this will be reviewed annually.) The LAA will form the framework for the allocation of any relevant non-mainstream or funds that may be announced over the lifetime of the agreement;

- Align funds as far as is practical on the basis of the agreed shared outcomes to support the delivery of the LAA – with specific reference to the model and headline initiatives set out in the LAA;

- Pool funds where partners consider there to be a sound case for enhancing the delivery of the LAA outcomes– particularly with reference to the Lincolnshire approach and headline initiatives – we seek to build this part of the agreement over time.

Full details are set out in the appendices for each block.

5. Statement of Community Involvement with the LAA

5.1 Engaging the Voluntary and Community Sector with the LAA

All partners are committed to ensuring that the engagement and participation of the voluntary and community sector (VCS) with the LAA is fundamental to the success of the Local Area Agreement. This is both in terms of helping shape future service planning by bringing an understanding of the needs of particular client groups, and in terms of delivery of the LAA through commissioning direct provision of services from the sector.

The VCS is involved at all levels in the LAA structure, including the Lincolnshire Assembly Executive, the LAA Project Management Board, and the steering groups for the four LAA blocks. In addition we have engaged with locally based voluntary and community groups through the district area Local Strategic Partnerships, and through stakeholder conferences and events.

Following a number of meetings and briefing sessions, the sector convened a conference on 6th December that aimed to develop a consensus approach to engaging with and contributing to the delivery of the LAA. The event was well attended and facilitated by a National Neighbourhood Renewal Adviser provided by GOEM. There was broad consensus on a number of key issues and commitment to developing an action plan to move the sector forward in relation to the LAA. A full report of the event is available on the Lincolnshire Assembly website. It is clear that:

- The Lincolnshire Assembly continues to welcome and accept the VCS as full members. We also recognise that partners are seeking representation from the sector on the new Strategy Board and that we are working together on identifying the most appropriate way forward. We are doing this with the assistance of GOEM and a programme has been set for further consideration at the follow up event on the 26th January;

- There is more to be done to support and train colleagues in the sector to enable effective participation and there is commitment from partners to support this type of activity. We appreciate the work of colleagues in the sector who have taken on the LAA development and are helping to share understanding and knowledge but recognise that more work on communication is required. This will be addressed through the LAA Year 1 action plan;

- Lincolnshire values VCS members' views and contributions in different partnerships including LSPs and Block Partnerships such as the Children and Young People's Strategic Partnership and the Community Safety Partnerships locally. At the Block level there are best practice examples of engagement with the sector - for example, the Children and Young People's Voluntary and Community Sector Forum. This network was established in 2003 and now has a membership of 65 organisations. There is a Strategic Group of 12 members who now act as the main Forum but with responsibility for liaising with the remaining organisations to

ensure that they act as a voice for the sector and not just themselves. This is a key issue - the 12 representatives are not there as individual organisations but to also disseminate information, briefings, access to training and funding as well as consulting with the rest of the network. The Forum is currently looking at the geographical spread of the membership and hopes to liaise with other networks on this. Part of the way forward plan for the sector as a whole will be to consider how this model can be rolled out across the blocks;

- An initial mapping exercise was undertaken to identify the extent to which the VCS are providers and where the VCS want to/could deliver more. One positive example has been included from Shelter, which has looked at how VCS Housing and Homelessness issues could contribute across the LAA blocks. Longer-term work is required and the event on the 26th January will set out the details of how and when this will be completed;

- There is an agreed Compact for Lincolnshire guiding the work of partners and these principles will be extended to work in relation to the LAA. Lincolnshire County Council is supporting work with the sector promoting the value of community engagement and providing support and guidance on measuring impact and outcomes from this. Partners have also been working on the concept of a Community Bank. Further details are available but this will promote good practice in supporting the capacity building needs of the VCS to engage in partnership working. It will support training and development to allow officials, members and the VCS to develop their skills in order to work collaboratively and to gain better understanding of each other's roles and responsibilities.

5.2 Engaging citizens and communities

Major consultation exercises with the general public were undertaken in the development of the Countywide Community Strategy and the District Community Strategies prior to the LAA. The feedback from these consultation events has been used in the development of the priorities for the LAA.

A key document in this regard is the 'State of Lincolnshire Report' prepared by MORI for the County Council, which was designed to help shape the development of the County Council's corporate priorities in alignment with the development of the Sustainable Community Strategy. The main findings in that document informed the priorities and cross-cutting themes in the Sustainable Community Strategy, and are progressed as actions within the LAA.

Despite difficulties with the timescales, the VCS have involved both residents and service users that are already active in established VCS groups and members of the public. E-access and other mechanisms are planned for the future, based on the recently launched Lincolnshire Assembly website.

5.3 Communications Strategy

The LAA will be officially launched in April 2007. We recognise that communications will play a central role in ensuring the successful delivery of the LAA Project Management Board has agreed a communications strategy.

The aim of the communications strategy is to bring coherence to the internal and external communications between all stakeholders of the LAA, to support its vision and enhance stakeholder engagement. It sets out our principles, objectives and key messages for the LAA, our values and communications channels, our action plans and crucially, in terms of developing the transparency and accountability of delivering tangible outcomes for local communities, our performance measures.

As part of the development of the communications strategy, reference groups have been established including nominated lead members and officers from all local authorities and LSPs to ensure regular and consistent information flow between the LAA Block Partnerships, the Delivery Partners and the Strategic Management Board. In addition, a Lincolnshire Assembly website has recently been launched at www.lincolnshireassembly.com with considerable space dedicated to the LAA.

5.4 Equalities

In order to embed compliance with the Race Relations Amendment Act 1976, equalities and diversity issues are considered as part of community cohesion headline challenge. Under development is a specific and agreed countywide outcome for all local authorities to reach equality standards 2 & 3 by an agreed timescale, with a dedicated resource to progress the initiative. More broadly, work is in progress to develop an approach to assist the migrant worker community in the county. The Lincolnshire Community Cohesion Partnership is the core body that will develop and ensure implementation of emerging proposals in this area. The Sustainable Community Strategy, which is delivered by the LAA, has been subjected to an Equalities Impact Assessment, which has been validated by an independent advisor.

6. Summary of Outcomes

Safer and Stronger Communities	
Outcome	**Outcome Reference**
Reduce Crime	**SSC1**
Neighbourhood Renewal Fund – Reduce overall British Crime Survey comparator recorded crime in the NRF local authority area and narrowing the gap between the worst performing wards/neighbourhoods and the rest of the local authority area	**SSC3**
Reduce Violent Crime	**SSC2**
To reassure the public, reducing the fear of crime	**SSC4**
Reduce the harm caused by illegal drugs as a problem	**SSC5**
Reduce harm related to alcohol misuse	**SSC6**
Build respect in communities and reduce anti-social behaviour	**SSC7**
Empower local people to have a greater choice and influence over local decision making and a greater role in public service delivery	**SSC8**
Cohesive communities	**SSC9**
As part of an overall housing strategy for the district ensure that all social housing is made decent by 2010, unless a later deadline is agreed by DCLG (Department for Communities and Local Government) as part of the Decent Homes programme.	**SSC10**
Cleaner, greener and safer public spaces Improve the quality of the local environment by reducing the gap in aspects of liveability between the worst wards/neighbourhoods and the district as a whole, with a particular focus on reducing levels of litter and detritus.	**SSC11**
Reduce the numbers of people killed or seriously injured on Lincolnshire's roads	**SSC12**
Improved quality of life for people in the most disadvantaged neighbourhoods; service providers more responsive to neighbourhood needs; and improved service delivery	**New Outcome**

Children and Young People	
Outcome	**Outcome Reference**
Reduction of health inequalities in the county	**CYP1**
Improved Lifestyles in the county	**CYP2**
Improved parenting	**CYP3**
All children and young people are protected	**CYP4**
Tackling under achievement and raising aspirations	**CYP7**

Healthier Communities and Older People

Outcome	Outcome Reference
Improve health and reduce health inequalities	**HCOP1**
Improved independence of older people	**HCOP2**

Economic Development and Environment

Outcome	Outcome Reference
Increase employment and economic stability	**EDE1**
Increase the number of successfully completed accredited qualifications by adults	**EDE2**
Provide the infrastructure to transform economic growth	**New Outcome**
Promote growth and sustainability of enterprise and small business in Lincolnshire	**EDE6**
Increase economic growth and productivity in Lincolnshire	**EDE5**
Help people living in Lincolnshire to realise their economic potential	**New Outcome**
Reduce waste going to landfill	**EDE3**
To work in partnership to increase awareness of and response to climate change	**EDE11**
Identify, protect and enhance Lincolnshire's distinctive and diverse landscapes, built and natural habitats; improving the Green Infrastructure	**EDE13**
To improve access to, and provision of, appropriate community and public transport	**EDE14**