

A Local Area Agreement For Staffordshire

Executive Summary

(Draft 1 – September Submission)

(Version 7th September 2006)

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Introduction

The main aim of this LAA is to deliver sustainable Staffordshire communities through better outcomes for local people. In practical terms, it is the three year delivery plan for delivering the outcomes in the County and District Community Strategies. The LAA has at its core, the delivery of seamless public services, which are developed according to the needs of the customer, rather than individual organisational boundaries. For service users this means that services will be easy to access, delivered for their communities, and responsive to their needs.

Staffordshire has met the challenging LAA agenda with energy, commitment and enthusiasm. All partners have worked to ensure that an ambitious and transformational LAA has been produced, which will take us, as the county of Staffordshire, forward towards our vision.

Our Vision

“Improving the quality of life for all Staffordshire’s communities by making Staffordshire a safer, healthier, cleaner and more sustainable place for all to live, learn, work and invest in.”

What is the LAA?

The LAA is a radical new approach to the way in which the local authorities of Staffordshire and our partners will deliver services to the people of Staffordshire. It is a three year agreement between central Government and partners in Staffordshire, which will run from April 2007 to March 2010. In short, it will ensure the delivery of better outcomes for the people of Staffordshire.

The Context

Staffordshire [To add in more about each district and the county as a whole]

Staffordshire is situated in the north of the West Midlands region. It is one of the largest shire counties in the country, spanning an area of 2,620km² in size. The total population of the county is about 812,600 with Black and Minority Ethnic (BME) communities representing 2% of the population.

Although the majority of the county is classified as rural, there are significant urban areas, in which about 45% of the population reside.

The county has a rich landscape ranging from the Staffordshire Moorlands’ hills to the Cannock Chase heathland. It is also renowned for its tourist attractions including Shugborough Hall, Lichfield Cathedral, Alton Towers, Drayton Manor Park, the Peak District National Park and Uttoxeter Racecourse.

Cannock Chase District

Cannock Chase covers part of Cannock Chase forest and the towns of Cannock, Rugeley and Hednesford. It is 78.88km² in size and has a population of about 92,800.

East Staffordshire Borough

East Staffordshire has two main towns, Burton upon Trent, famous for its breweries, and Uttoxeter, for its racecourse. It is 390km² in size and has a population of about 106,100.

Lichfield District

Lichfield District Council is based in the city of Lichfield with the town of Burntwood also making up a major part of the district. It is 331.30km² in size and has a population of about 94,600.

Newcastle under Lyme Borough

Newcastle-under-Lyme district is named after its main town of Newcastle-under-Lyme where the council is based, but also includes the town of Kidsgrove, the villages of Silverdale and Keele, and the rural area surrounding Audley. It is 210.96km² in size and has a population of about 123,000.

South Staffordshire Borough

The district lies to the north and west of Wolverhampton and the West Midlands, bordering Shropshire to the west and Worcestershire to the south. It contains no towns of major size and many of the settlements within the district are dormitory villages for Wolverhampton, Birmingham and Telford.

Its council is based in Codsall, one of the larger settlements in the district, along with Brewood, Cheslyn Hay, Great Wyrley, Kinver, Landywood, Penkridge, Perton and Wombourne. It is 407.32km² in size and has a population of about 105,300.

Stafford Borough

The Borough is named after and includes the county town of Stafford, it also includes the smaller town of Stone and numerous villages. It is 518.17km² in size and has a population of about 122,500

Staffordshire Moorlands

Staffordshire Moorlands District Council, is based in Leek and is located between the city of Stoke-on-Trent and the Peak District National Park. The principal industries are agriculture, fashion and tourism. The area's three towns are Leek, Cheadle, and Biddulph. Visitor attractions include the National Trust property Biddulph Grange, the theme-park Alton Towers, and the annual Leek Arts Festival. The terrain is mostly moorland with forests and lakes stretching out across the vast plains. It is 575.85m² in size and has a population of about 94,300.

Tamworth Borough

Tamworth is a historic town located 27 km (17 miles) northeast of Birmingham. The town gained its name from the River Tame, which flows through the town, as does the River Anker. The town has a population of 74,531 and is currently the largest *town* in Staffordshire by population. It is 30.85km² in geographic size.

Tamworth is the home of the historic Tamworth Castle and Moat House, and Drayton Manor Theme Park. The town's main industries include logistics, engineering, clothing, brick, tile and paper manufacture.

How will the LAA make a difference?

The LAA will be more than the sum of the five blocks added together. It is a real opportunity to add value and be transformational rather than simply repackage what we are all already doing. Fundamentally the LAA is about challenging and changing the way agencies work, in essence **'bringing about a fundamental change'** to service delivery.

Adding Value

The LAA will provide added value to service delivery by:

- Providing ease of access to information, advice and services
- Centring services on the needs of the community
- Joining up local delivery, which is centered on people rather than agencies
- Actively encouraging communities to participate in service planning and decision making
- Promoting democratic civic leadership and high levels of public accountability
- Improving efficiency and value for money
- Working more closely with the Voluntary and Community Sector

In practical terms this means, ultimately better services for the people of Staffordshire and better working arrangements for the agencies delivering services in Staffordshire. To show exactly where the LAA will bring value, set below are a series of practical examples and activities, which will be delivered through the LAA to improve the quality of life for Staffordshire's communities.

Providing ease of access to information, advice and services:

Insert example

Centring services on the needs of the community:

Insert example

Joining up local delivery, which is centered on people rather than agencies:

Insert example

Actively encouraging communities to participate in service planning and decision making:

Insert example

Promoting democratic civic leadership and high levels of public accountability:

Insert example

Improving efficiency and value for money:

Insert example

Working more closely with the Voluntary and Community Sector:

Insert example

Seamless Services

In the past, there has been a lack of co-ordination and cohesion in the way partners across Staffordshire have delivered services. Agencies have engaged with communities using their own means and approaches, which have often overlapped with communities being consulted more than once on the same issue, with the same results. The LAA will ensure that the work of different agencies across Staffordshire becomes more joined up and that we engage with our communities in the same way, together to achieve common goals.

Through the LAA, partners have also expressed a real commitment to eliminating rigid and impenetrable organisational boundaries which have previously hindered the delivery of services. The LAA will enable us to take a cohesive approach to address the challenges faced by Staffordshire's communities by focusing activity and resources from autonomous partners at a district and neighbourhood level and by co-ordinating local services.

This LAA will be used to drive integration at both a county wide and district level between and across the themes, through strong partnership working. Delivering overall quality of life improvements in all our communities is complex and will require integrated solutions, tailored to individual communities needs.

A Voice for Staffordshire

The LAA seeks to provide a framework for Staffordshire to have a voice; that is for Staffordshire's communities to be able to have their say within Staffordshire and for the county to be able to promote itself regionally and nationally.

Through the LAA the profile of Staffordshire will be raised and the opportunity to promote the county with pride will be provided. The contribution Staffordshire makes to regional and national debates will be increased in both quality and quantity, and the county's reputation as a major contributor to both region and country will be acknowledged.

LAA Development

Community Strategies

Community strategies at both county and district level set out the long term visions and aspirations for an area; for the County this is the 'Shaping the Future of Staffordshire 2006-2021'. It is imperative that there is strong fit between the strategies at both county and district level and with the LAA as the LAA is the three year delivery plan for these strategies.

Consultation

An inclusive approach has been adopted in the development of this LAA. This has provided the opportunity to engage with all stakeholders and give them their chance to input into the development and direction of the LAA.

Public

The views of local people on the LAA have been sourced from the consultation processes relating to:

- Shaping the Future of Staffordshire 2006-2021: The Sustainable Strategy for the County
- Local Strategic Partnership consultation
- Consultation on other plans, for example the Children and Young People's Plan

Events

A number of stakeholder events have been held to provide partners with the opportunity to put forward their views, comments and suggestions on the LAA.

- Partner Event, 19th May 2006, Uttoxeter Racecourse
- Voluntary/Community Sector Event, 10th July 2006, Stafford Showground
- LAA Executive Board Away day, 6th September 2006, Yarnfield
- Second Partner Event, to be held on 17th October 2006, Yarnfield

LAA Weekly Communications

A weekly email update on the work to deliver the LAA for Staffordshire is distributed to a wide range of partners, both those directly involved in the LAA work, and those who have expressed an interest in knowing more about the LAA.

Website

An LAA website has been developed to provide information about Staffordshire's LAA. The site sets out what an LAA is, why we are undertaking the LAA process as well as providing information about the timescales, key milestones and people involved in the LAA. The site is regularly updated with details of events, meetings, block development as well as having a discussion papers forum, which lets people see what work is currently being done on the LAA. The LAA website can be accessed at www.staffordshirepartnership.org.uk

Timetable of Events

Timetable of Events 30th June 2006 to 31st March 2007¹

Key Event	Date
June 2006	
Initial Submission to GOWM	30.06.06
July 2006	
Voluntary/Community Sector Event, Stafford Showground	10.07.06
Informal feedback on draft June submission	14.07.06
Meeting of Staffordshire and GOWM Block Leads to discuss outcomes framework	20/21.07.06
August 2006	
Latest version of Outcomes Template/Key Drivers discussed at Block Leads Meeting	25.08.06
September 2006	
Deadline for High Level Outcomes to be sent to GOWM for sign off	5.09.06
Executive Board Away Day (Yarnfield).	6.09.06
Draft issued for consultation	7.09.06
Sign off of High Level Outcomes by GOWM	11.09.06
Staffordshire Strategic Board considers Recommendations on Priority Neighbourhoods/Groups and the Draft Submission	14.09.06
Deadlines for comments on the consultation Draft Submission	15.09.06
Second draft of Draft Submission issued for consultation	18.09.06
Block Leads consider the revised Draft Submission	19.09.06
Deadline for all outcome framework information including county wide indicators/targets/added value activities	21.09.06
Circulation of Draft Submission to LAA Executive Board and LAA Caucus Group	22.09.06
LAA/2 Tier Working Caucus Group meets to consider Draft Submission	26.09.06
LAA Executive Board reviews and approves first full Draft Submission	27.09.06
Roles and responsibilities of all LAA boards finalised and agreed to	28.09.06
Deadline for comments on the second consultation Draft Submission	12 noon 28.09.06
Submission to GOWM	29.09.06
October 2006	
Deadline for submission of Priority Groups/Neighbourhoods indicators/targets	6.10.06
Meeting of LAA Strategic Board (to be arranged for date between 9.10 and 23.10) to consider indicators	9/23.10.06
Block Leads Meeting to review Block content and review progress for 31.10.06 deadline	11.10.06
Partner Event to Review Progress (Yarnfield)	17.10.06
Negotiate detail of first full draft	18/19.10.06
LAA Executive Board Meeting	20.10.06
Deadline for all LAA information to be included in the Final Submission	31.10.06
November 2006	
Draft of the Final Submission issued for discussion at District/Borough/County Cabinets/Councils and Partner Boards	3.11.06
LAA Block Leads meeting to sign off Blocks (To be confirmed for date 6.11 to 17.11)	6/17.11.06
LAA Strategic Board Meeting to review and approve the Final Submission (To be confirmed for date 20.11 to 24.11)	20/24.11.06
LAA Executive Board Meeting to review and approve the Final Submission	21.11.06
Deadline for comments from Districts, Boroughs, County and Partners on the Final Submission	24.11.06
Final Draft Submission issued for information	28.11.06
Second full Final Draft Submission to GOWM	30.11.06
December 2006	
Negotiate detail of second full draft submission	12/13.12.06
LAA Executive Board Meeting	14.12.06

¹ Events shown in bold (red) are critical deadlines, where there is no flexibility to push time-scales.

Working with the Voluntary and Community Sector (VCS)

The Voluntary and Community Sector has a key role to play in the development and delivery of the LAA. The involvement of the sector has been discussed through the Staffordshire Consortium of Infrastructure Organisations (SCIO). SCIO is made up of fifteen constituent members from the Voluntary, Community and other specialist infrastructure organisations based throughout the sub region of Staffordshire and Stoke on Trent. There is VCS representation, through SCIO on the Strategic and Executive Boards, with VCS partners also being involved in discussions around the different blocks, performance and governance arrangements.

SCIO will essentially help frontline VCS organisations to engage with the LAA through supporting their capacity to contract to deliver public services and through an emerging VCS Assembly. This Assembly will be organised with theme groups that reflect the block of the LAA allowing VCS organisations to most effectively link into the LAA process.

[Further Information to be added/ current information to be checked]

The Cross Cutting Priorities

Although the LAA is structured around five blocks, there is significant connectivity between the issues being tackled across the whole agreement. Activity in each of the five blocks will therefore contribute to the outcomes in the other blocks. Furthermore, there are some elements, which do not sit neatly within one block but cut across and impact on all the blocks. Four such elements, known as cross cutting priorities, have been identified as influencing all five LAA blocks. The priorities are:

- Closing the Gap
- Prevention as a Priority
- Local Services for Local People
- Promoting Respect and Taking Responsibility

A matrix demonstrating how these priorities cut across the different LAA Block High Level Outcomes is attached as Appendix A.

Closing the gap

Improving the quality of life for all Staffordshire's residents underpins the entire LAA, but there is an emphasis on making the swiftest improvements for those residents who need it most.

The LAA seeks to tackle issues in communities across Staffordshire where inequality and disadvantage are prominent. This does not mean its focus is purely on deprived urban areas but in recognition of Staffordshire's geographic diversity, also on remote rural areas, which also face significant challenges in terms of isolation, exclusion and inaccessible services. The LAA seeks to develop a common understanding across all partners of vulnerable, excluded groups and those experiencing inequality.

The LAA will tackle inequality and disadvantage across Staffordshire's communities by bringing about a change in the way services are delivered to ensure gaps are not widened and disparity emphasised. This does not mean that services will be established in one community at the expense of services in another, nor does it mean that standards at the top end will be lowered to ensure the gap between communities is reduced. But what it does mean communities experiencing inequality will be uplifted and the gap narrowed in that way.

It is recognised that a unilateral, 'one size fits all' approach will only perpetuate inequality and magnify disadvantage. Therefore the LAA sets out a collective, collaborative approach to service delivery, ensuring that those with greatest need are supported and the gap between Staffordshire's different and diverse communities is narrowed.

By closing the gap between those experiencing a high quality of life and those suffering disadvantage, Staffordshire will move forward to a healthier, safer, stronger more prosperous future for all its communities.

Prevention as a Priority

Within the context of the LAA there will be a focus on prevention, which is both proactive and supportive. This will ensure people are empowered to have both the skills and opportunities to, not only, help themselves but also to make a positive contribution to their community, and so to the whole of the county.

The LAA sets out a two stranded preventative approach. Firstly it sets out an approach, which will target preventative activity at vulnerable groups, helping to keep individuals out of the system, promoting independence, involvement and inclusion. This will enhance both an individual's well being and safety and also improve public safety, strengthening society and building cohesion.

By engaging communities at the start through the redirection of energies and resources, the LAA will ensure communities become an active and integral part of the decision making process. Similarly, by working with communities, tensions will be identified early on, and problems will be resolved before conflict and dispute arise.

Secondly it sets out an approach which will target preventative activity at the environment. This will ensure that we create and maintain an environment which is enhanced and accessible to all, and one which is valued, protected and enjoyed by all Staffordshire's communities.

But the LAA does not only promote a shift to preventative services, it also seeks to reduce the burden on specialist services, through earlier partnership intervention, so improving value for money.

Ultimately the emphasis on pro-activity and prevention will mean that the need for intervention at a later stage will be diminished, it will also ensure that positive and sustainable outcomes for Staffordshire's communities are achieved and the quality of life improved for all residents.

Local Services for Local People

All customers want efficient, effective services of a high standard and Staffordshire's communities are no exception. It is the ambition of all service providers, working in partnership through the LAA to provide public services which do things well, on time and in all parts of our county. It emphasises services that are relevant and better targeted to meet the distinctive needs of Staffordshire's diverse communities.

The LAA sets out a way of working with communities which will mean that services are made more relevant to the communities which they serve. The LAA will offer us the chance to consult and engage with our communities in a new and different way. In turn, our communities will be better able to understand and have more realistic expectations of the organisations operating in their community. This type of arrangement will ensure the services we deliver through the LAA are more responsive to the wishes and priorities of specific communities, while giving the communities real control and a sense of ownership for what happens in their area.

Through the LAA we will seek to move away from the perception of rigidity and maze like public services, where organisations work in silos to deliver services in the same areas. The LAA will be used to drive forward seamless services through strong partnership working, if this is to be achieved solutions will need to be integrated and tailored to meet the needs of individual communities.

The LAA also actively promotes the engagement of and involvement with all Staffordshire's communities and encourages everyone to have their say. Participatory governance, enabling individuals, groups and communities to make their voices heard about the decisions affecting both individual and community well being, is championed.

Staffordshire's communities will be encouraged, through more effective engagement to have the confidence to set out the services they want to see in their community. By working with our communities and understanding their needs, in partnership we will be able to deliver the right services in the way communities want them to be delivered, at convenient times and in accessible locations.

Promoting Respect and Taking Responsibility

An integral part of our LAA is to build strong and cohesive communities, as we recognise their importance in creating a county, in which people want to live, work and invest in. To be able to do this there needs to be a culture of respect and responsibility embedded both within service delivery and across our communities. The LAA will ensure that partners take collective responsibility for the quality of services provided to communities ensuring accessibility and appropriateness of services.

Partnership working has always been important in Staffordshire and our LAA will help to emphasise and improve this to promote service delivery, which focuses on improving the quality of life for all Staffordshire's communities but especially those in the most disadvantaged areas.

Staffordshire's communities must also take their share of responsibility for both themselves and their communities – whether that means taking more physical exercise to improve their health or keeping their community litter free. Through the LAA there will be encouragement and support for our communities to play an active part in looking after themselves and their community, paying particular attention to those who are vulnerable but improving the quality of life for everyone.

Our LAA will promote mutual respect across Staffordshire - within communities, between individuals and through service delivery. There will be respect for each and every one of Staffordshire's diverse communities, with all agencies ensuring that there is equality in service provision by responding to the various needs of the different people in a fair and equal way.

Communities will be motivated by pride and respect, to assist them not just to feel happy and secure, but to be more able to act together to make their communities cleaner, safer and greener. In short, places where people want to live, and where people are proud to live.

Differential Delivery

This section is currently being developed and will be completed in time for the next consultation round on the 22nd September. It will be drafted and included in the 29th September submission to GOWM.

The Structure of the LAA

The LAA has been structured around the four, standard LAA blocks. However, partners have also agreed to add a further block to the Staffordshire LAA, which is entitled 'Sustainable Development'.

Children and Young People

The Vision

"Staffordshire will be a county where the overwhelming majority of children and young people are healthy, safe, enjoy and achieve, have the opportunity to make a positive contribution to their community and are economically secure."

The High Level Outcomes

CYP1: Improving the physical health and emotional and mental well being of children and young people with a particular focus on vulnerable children

CYP2: Improving the life chances of children and young people who are at risk

CYP3: Improving standards of enjoyment and achievement with a particular focus on vulnerable children and young people

CYP4: Increase the opportunities available for children and young people to make a positive contribution

CYP5: Achieve economic well being

The Local Context – What are the Key Issues for Staffordshire?

The overall focus of the LAA is to build strong and sustainable communities in Staffordshire. Children and young people are quite literally the future of those communities and their welfare and success will underpin the success of the LAA goal. The LAA is a central part of our drive to improve the lives and opportunities of children and young people in Staffordshire.

There are specific challenges and particular opportunities for Children and Young People in Staffordshire. The county has a complex and diverse social and economic pattern with significant areas of deprivation sitting alongside areas of significant wealth. In terms of Children and Young People there are areas of deprivation and under-achievement which are often highly localised. Similarly there are many and complex partnership arrangements with which all agencies need to engage to ensure continuity across plans and service delivery. Alongside this there is the need to maintain a balance between exciting new initiatives and the maintenance of ongoing service delivery.

The Wider Context

Key national challenges and opportunities which have been taken into account in the planning of this Block of the LAA include the continuing implementation of the *Children Act 2004* and the *Every Child Matters* agendas. Alongside this is the increased expectation at national and local level that services for the public should be delivered in a joined-up fashion and that the voluntary and community sector should

be allowed and encouraged to play a full part in the design and delivery of services for children and young people.

There is also the expectation at national and local level that services will be delivered in an increasingly cost effective manner that will release resources for improved front-line delivery with the case in many areas being that local authorities will operate as commissioners of services rather than as direct providers.

Finally the recognition at national and local level of the need to focus attention on children, young people and adults who have not shared in the improved quality of life that society now offers to most people

Impact on the Cross Cutting Priorities

The Cross Cutting Priorities within the LAA mirror the existing drivers within the existing Children and Young People's Plan, illustrating a harmony with the ambitions with all the other LAA Block Partnerships.

Closing the Gap

Our vision is one for all children and young people. However, there is a need to make sure that the disengaged are engaged and the disadvantaged given a real sense of hope and inclusion. The Children and Young People's block will therefore focus sharply on targeted groups of children and young people and on targeted areas of the county. This reflects the statement of purpose set out in the Children and Young People's Plan:

"While most children and young people in Staffordshire enjoy good lives, a minority are not getting the kind of start in life they deserve. It is our challenge to end this injustice!"

The success or failure of will rest in significant part on our ability to impact on the lives of the least advantaged children and young people.

Prevention as a Priority

Our key delivery mechanism in Children's services, the establishment of Community and Learning Partnerships in each locality, is designed to have a powerful impact ensuring that our strategic aims are reflected in front line delivery. There is an ambitious programme for the implementation of this strategy which will fundamentally change the way that services are delivered, not only with a key emphasis on primary prevention, but with the ability to creatively tailor services to meet local needs. This will increase accessibility and acceptability within local communities: The right service at the right time will help ensure that children, young people's and families' difficulties don't escalate unnecessarily, resulting in the need for more expert, intrusive and expensive intervention.

Local Services for Local People

Central to the achievement of our vision is the engagement and participation of children, young people and families. We aim to achieve this through our Children and Young Peoples Participation Strategy and the governance of each Community and Learning Partnerships, in which families will have a powerful voice. Furthermore, although challenging the priorities our young people have identified are integral to our chosen LAA outcomes. Children, young people and families will play an increasing role in our strategic and operational planning processes via our increasingly robust mechanisms for community participation for example Youth Action Council (YAK), Shadow Trust arrangements and community representation on our District/Borough Boards and Local Management Advisory Groups. This will ensure that local services reflect the felt and expressed needs of local people.

Promoting Respect and Taking Responsibility

Our Community and Learning Partnerships will provide a powerful mechanism by which we will empower our communities to plan and take an active part in looking after themselves and their communities. This partnership between service providers and users will promote mutual respect and a sense of collective responsibility.

Linkages

The LAA places significant emphasis on coherence, collaboration and co-ordination. Individual delivery plans, project plans and the development of outcomes and indicators identify areas of co-operation between the five different LAA Blocks, and within the blocks themselves.

There are strong links with outcomes of the Children and Young People Block and the following outcomes from the other blocks:

[Information to be added]

Safer and Stronger Communities

The Vision

'To make a difference for the people of Staffordshire so that individuals, neighbourhoods and communities feel safe and are safe, being increasingly free from both crime and the fear of crime. Communities will become stronger and the quality of life will be improved so that the County will become a better place in which to live, work and visit'

The High Level Outcomes

SSC1: Reduce overall crime in line with local Crime and Disorder Reduction Partnerships' targets and narrow the gap between the worst performing area and others across the county.

SSC2: Reassure the public – reducing the fear of crime.

SSC3: Reduce the harm caused by illegal drugs.

SSC4: Build Respect in communities and reduce anti social behaviour.

SSC5: Empower local people to have a greater choice and influence over local decision making and a greater role in public service delivery.

SSC6: Cleaner, greener and safer public spaces.

SSC7: Improved quality of life for people in the most disadvantaged neighbourhoods; with service providers becoming more responsive to neighbourhood needs resulting in improved service delivery.

SSC8: Increase support and improve safety for survivors of domestic violence and their families

SSC9: Make the roads safer for all users.

The Local Context – What are the Key Issues for Staffordshire?

This work will build on that undertaken in the development of the mini LAA and will reflect the objectives identified at District level. It also reflects the objectives detailed in the LPSA2 agreement.

The Wider Context

The development of this block has taken into account the National Community Safety Plan, which establishes the Government's community safety priorities for 2006-2009.

It also reflects the Government's overall drive to improve fairness and opportunities for all in Britain in terms of fostering cohesion and enabling all communities to work together for social and economic progress

Finally, the RESPECT agenda is reflected throughout the LAA both in this block and as one of our key drivers. This agenda builds on the drive to tackle anti social behaviour and reclaim communities for law abiding citizens.

Impact on the Cross Cutting Priorities

[Information to be checked]

Closing the Gap

Areas of disadvantage and deprivation tend to be more vulnerable to crime and fear of crime. Certain groups may be more vulnerable to crime for example the elderly and there is a need to address this vulnerability. Some of these groups may also be less likely to participate in community engagement issues unless it can be demonstrated that the gap is being closed.

Prevention as a Priority

Planned and programmed efforts towards upstream activities will, over time, lead to a tangible shift of investment to an increase in the proportion of proactive services. This in turn will lead to an improved quality of life for members of our community.

Partnership working and pooling of resources will enhance the ability to redirect resources into preventative work.

Local Services for Local People

Community engagement will play a vital role in demonstrating a commitment to working with our communities, with the development of a Community Engagement Strategy a priority.

The role of the VCS will also be vital with their early engagement being important.

Will provide a Staffordshire voice that will be listened to and considered within the region.

Promoting Respect and Taking Responsibility

Will stem from community engagement.

Linkages

The LAA places significant emphasis on coherence, collaboration and co-ordination. Individual delivery plans, project plans and the development of outcomes and indicators identify areas of co-operation between the five different LAA Blocks, and within the blocks themselves.

There are strong links with outcomes of the Safer and Stronger Communities Block and the following outcomes from the other blocks:

[Information to be added]

Healthier Communities and Older People

The Vision

“To improve health outcomes and narrow health inequalities through promoting healthy choices and tackling the key determinants of poor health and improving the quality of services;

Furthermore, wherever possible to provide older people with greater control over their own lives, to live safely and healthily, have an active role in the community, and access the support they need to be as independent as they choose”.

The High Level Outcomes

HCOP1: Helping people to live longer, healthier, more active lives

HCOP2: Better mental health

HCOP3: Healthier, independent and included older people

HCOP4: Healthier, independent and included disabled people

HCOP5: Enabling carers

The Local Context – What are the Key Issues for Staffordshire?

In Staffordshire there are specific challenges facing our communities in terms of their health. For example there are high levels of deprivation in Newcastle-under-Lyme, Cheadle, Burton-on-Trent, Rugeley, Cannock and Tamworth. While the county as a whole is below average in terms of life expectancy for both males and females. While in Cannock Chase, Newcastle-under-Lyme and Staffordshire Moorlands long term illness is a key concern.

The Wider Context

The Government’s White Papers, *Choosing Health* and *Our Health, Our Care, Our Say* focuses on increased choice around healthcare for patients with local service delivery based on the needs of the community. Health and social care providers will be required to work more closely in partnership with the LAA playing a critical role in helping to encourage joint working across different agencies to deliver improved outcomes around health and older people.

Key national and local challenges which have been considered in the development of this block include the NHS moving from a “provision” service to a “commissioning a patient-led service” moulded around the decisions of the patient, the national prioritisation of health inequalities; social care moving away from traditional residential and day care models, the Introduction of practice-based commissioning and payment by results, the reconfiguration of the health service locally and the emergence of Foundation Trusts.

Impact on the Cross Cutting Priorities

Closing the Gap

[Information to be added]

Prevention as a Priority

[Information to be added]

Local Services for Local People

[Information to be added]

Promoting Respect and Taking Responsibility

[Information to be added]

Linkages

The LAA places significant emphasis on coherence, collaboration and co-ordination. Individual delivery plans, project plans and the development of outcomes and indicators identify areas of co-operation between the five different LAA Blocks, and within the blocks themselves.

There are strong links with outcomes of the Healthier Communities and Older People Block and the following outcomes from the other blocks:

[Information to be added]

Economic Development and Enterprise

The Vision

“Staffordshire will be known for being a high knowledge, high value added, high skilled economy, with a high quality of life.”

The High Level Outcomes

EDE1: Enterprise and entrepreneurship; increasing the levels of new business formations and their survival, especially in higher value added clusters and other locally important sectors.

EDE2: Diversification; increasing the proportion of high value added economies in Staffordshire by developing clusters in medical healthcare technologies, professional and business services, building technologies, environmental technologies, IT/multi media and high value added consumer products.

EDE3: Skills; improving skill levels, especially to support growth in high value added businesses

EDE4: Sustainability; developing vibrant and sustainable town centres and market towns to drive economic growth and support the needs of the community.

EDE5: Communities; closing the gap to ensure that those in the most deprived communities can access the economic opportunities created throughout Staffordshire.

The Local Context – What are the Key Issues for Staffordshire?

On a regional level the West Midlands Economic Strategy and Action Plan 2004/10 define the economic policy framework for the region, with the Regional Skills Assessment being concerned with developing the skills base.

The Regional Spatial Strategy sets out the spatial strategy up to 2021, and focuses development of housing and employment markets in the major urban. Whilst the Regional Housing Strategy aims to complement the Regional Spatial Strategy's distribution of overall housing provision through allocation of social housing funds, providing affordable housing where the market fails to do so, helping to ensure that the skilled workforce we need has decent housing available to it.

Regionally, these strategies are complemented by a Cultural Strategy, aimed at developing the spectrum of cultural opportunities including the creative industries and the media and a Visitor Economy Strategy, which provides a framework to drive growth in the tourism industry.

The Wider Context

Key national and local challenges and opportunities have been taken into account in the identification of the outcomes for this block. Nationally these are, the Lisbon Agenda, which is focused on making Europe a more attractive place to invest and work, the Government's Sustainable Communities Plan: Sustainable Communities: Building for the Future, which has established a long-term programme of action for delivering sustainable communities in both rural and urban areas. Finally the Barker

Review of Housing which focuses on the need to increase the supply of housing, as this is a key factor in providing sustainable economic growth.

Impact on the Cross Cutting Priorities

Closing the Gap

[Information to be added]

Prevention as a Priority

[Information to be added]

Local Services for Local People

[Information to be added]

Promoting Respect and Taking Responsibility

[Information to be added]

Linkages

The LAA places significant emphasis on coherence, collaboration and co-ordination. Individual delivery plans, project plans and the development of outcomes and indicators identify areas of op-operation between the five different LAA Blocks, and within the blocks themselves.

There are strong links with outcomes of the Economic Development and Enterprise Block and the following outcomes from the other blocks:

[Information to be added]

Sustainable Development

The Vision

“Staffordshire will be recognised and held as an exemplar of innovative approaches to ensuring that the natural environment is conserved, enhanced and managed to meet the needs of the present without compromising the ability of future generations to meet their own needs. New development will adhere to high quality design and environmental sustainability principles and will integrate appropriate sustainable transport options, services, leisure facilities and open spaces.”

The High Level Outcomes

- SD1:** Enhance and ensure access for all to environments that are valued, protected and enjoyed.
- SD2:** A sustainable transport system which improves access to essential services for all, reducing the reliance on the car.
- SD3:** Reduce the volume of waste to landfill and increase recycling rates.
- SD4:** Reduce carbon emissions.

The Local Context – What are the Key Issues for Staffordshire?

[Information to be added]

The Wider Context

The LAA's additional Sustainable Development block has been influenced by emerging national guidance, which is reflected in the block outcomes, these policies include the Government's new shared framework for sustainable development, 'One Future - Different Paths' and the new strategy for sustainable development 'Securing the Future'.

Impact on the Cross Cutting Priorities

Closing the Gap

[Information to be added]

Prevention as a Priority

[Information to be added]

Local Services for Local People

[Information to be added]

Promoting Respect and Taking Responsibility

[Information to be added]

Linkages

The LAA places significant emphasis on coherence, collaboration and co-ordination. Individual delivery plans, project plans and the development of outcomes and indicators identify areas of op-operation between the five different LAA Blocks, and within the blocks themselves.

There are strong links with outcomes of the Sustainable Development Block and the following outcomes from the other blocks:

[Information to be added]

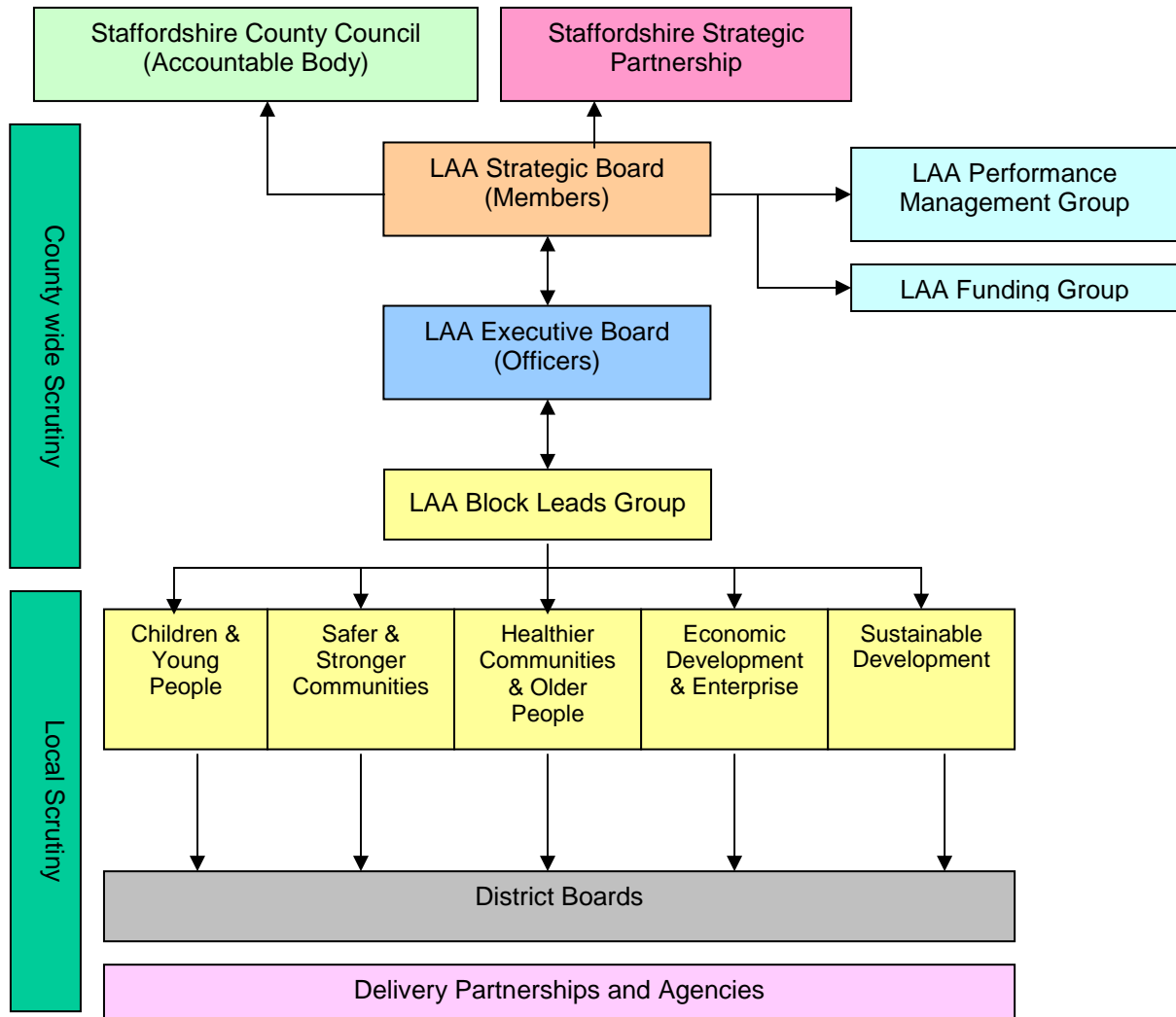
Equalities

[Information to be added]

Governance Arrangements

The successful delivery of the LAA will depend upon having appropriate partnership structures in place that are fit for purpose and which are capable of delivering our LAA's priority outcomes.

Structure



The LAA Strategic Board (Members)

The Staffordshire Strategic Board will ensure the delivery of improved and appropriate local public services, which enhance the quality of life for Staffordshire's people. It will act as a co-operative partnership with shared aspirations and commitment.

The Board will meet at least four times a year. The Chair will be appointed annually from the members of the Board.

Responsibilities

- Identifying and agreeing the long term strategic aspirations for Staffordshire
- Providing strategic leadership, direction and

Membership

- All local authority leaders
- Chairs of partner organisations
- Chair of SSP

- decision making to ensure the delivery of the LAA
- Implementing effective performance management of the LAA, to deliver the longer term objectives of the “Sustainable Staffordshire Strategy”
- Consulting with, involving and informing the Staffordshire Strategic Partnership
- Overseeing the work of the various joint boards
- Other senior reps of key partner organisations including the voluntary and community sectors.
- The Chairs of the Stoke-on-Trent Local Strategic Partnership and the Mayor of Stoke-on-Trent will be invited to meetings of the Board as “observers”

LAA Executive Board (Officers)

The LAA Executive Board sits beneath the LAA Strategic Board. Its role is to executively manage the development and delivery of the community strategies and the LAA. The group meets monthly and is chaired by the Chief Executive of Staffordshire County Council.

Responsibilities

- To make decisions on outcomes for the LAA, pooling and alignment of funding, set targets and performance manage the outcomes of the LAA
- To co-ordinate activities across the LAA Blocks and ensure cross cutting issues are addressed.
- To ensure the full potential of partnership working is achieved.
- To facilitate integrated service planning and co-ordination of delivery, ensuring the most effective and efficient use of resources
- To promote transformational change in public service delivery
- To report to and to be accountable to the LAA Strategic Board (Members)

Membership

- Chief Executive, Staffordshire County Council
- SCIO
- LAA Block Leads
- Connexions
- Job Centre Plus
- LSC
- Staffordshire Probation
- Staffordshire Fire and Rescue
- Staffordshire Fire
- PCT, Chief Executive
- GOWM
- LAA Core Team

LAA Block Leads Group

All Block Leads are members of the LAA Executive Board. As Block Leads they meet monthly alongside their support officers and members of the LAA Core Team to discuss current issues, highlight problems and review outcomes and indicators.

Responsibilities

- Development and prioritisation of outcomes and targets for the LAA through consultation with partners
- Negotiate with leads within GOWM and liaise with partners
- Identify relevant funding streams, performance management requirements and enabling measures
- Consultant with District Councils, LSPs, theme groups and other partnerships
- Implement and performance manage the delivery of LAA priorities and report progress

Membership

- LAA Block Leads
- LAA Block Lead Support Officers
- LAA Core Team

District Delivery

[Information to be added]

LAA Core Team

A dedicated, multi agency LAA Core Team has been established to support the development of the LAA. The Core Team is jointly resourced with membership from several partners including Staffordshire County Council, Staffordshire Fire and Rescue and Staffordshire Police.

- Helen Riley (Project Lead - Staffordshire County Council)
- Sean Duncan (Project Manager - Staffordshire County Council)
- Sarah Gow (LAA Policy - Staffordshire County Council)
- Christina Webb (SSSP Manager - Staffordshire County Council)
- Andrew Buttery (Secondment - Staffordshire Fire and Rescue)
- David Holdway (Secondment – Staffordshire Police)

The complete Governance and Accountability Framework is attached as Appendix C.

Scrutiny

It is important that the management arrangements for the LAA, namely the Staffordshire Strategic Board and the Executive Board should be held to account in an open and transparent way.

From April 2007 the Staffordshire County Council will reconfigure its scrutiny and performance panels to reflect the five blocks of the LAA. The constitution of the existing County Council Partnerships Scrutiny Panel will be amended to allow the co-opting of one Member representative from each district/borough council as well as a single representative from other key organisations involved in LAA delivery. This mirrors the Staffordshire Health Scrutiny Committee model long admired nationally as an example of good practice. It is hoped that these arrangements will be in place from January 2007. It is likely that it will meet at least quarterly to review progress. Further investigation needs to be undertaken regarding the voting rights of co-opted Members although in practice it is unlikely that the Panel's business will require the exercise of these rights.

The countywide Staffordshire Partnership Scrutiny Panel will be expanded to include one scrutiny member from each of the 8 district/borough councils as well as a representative from the other principal organisations involved in the delivery of the LAA. The extended Staffordshire Partnerships Scrutiny Panel will meet four times a year to consider county wide LAA performance updates. Any recommendations or concerns from the Panel will be referred back to the Board for consideration and copied to district based scrutiny committees or panels.

The Panel will review and scrutinise the decisions made by bodies charged with the development and delivery of the LAA. This will include a review of performance and any necessary investigations. The Panel will be allowed to question and gather evidence from any person, body or organisation (with their permission) and make recommendations for action.

At the district/borough level, again reflecting the Staffordshire Health Committee arrangements, it is hoped that a local County Council Member will be co-opted on the relevant Scrutiny and Overview Committee. The committees will undertake delivery of the LAA in their area and scrutinise the work of the District Boards.

Performance Management

The Staffordshire LAA sets out a number of desired outcomes. These are supported by a set of performance indicators with 3-year targets. Progress needs to be monitored against each target by means of regular reported performance data. In order to ensure that the agreed targets and outcomes are achieved it is vital that a robust performance management framework is established.

The framework needs to:

- Provide protocols for the frequency and method of reporting performance, including information required by GOWM
- Identify mechanisms for gathering, analysing and reporting performance against LAA targets
- Establish arrangements for reporting of performance to individual partners, partnerships, GOWM and the general public
- Define responsibilities and accountabilities of individual partners and partnerships to receive, consider and act upon performance reports
- In time, provide 'real time' information to partners

These proposals have been developed through discussions with GOWM and research into best practice from earlier LAA rounds. It is expected that the framework will develop over time based on continuous adaptation and review. The complete Performance Management Framework is attached as Appendix D.

The main sections of the framework relate to:

Roles and Responsibilities
Annual Planning and Review Process
Performance Reporting Requirements and Data Collation
'Ladder of Intervention' for Addressing Under-Performance
Scrutiny Arrangements
Finance, Value for Money and Audit Requirements
Risk Management

Roles and Responsibilities for Managing Performance

Consideration of performance will be at several levels:

- At Strategic/Executive Board level - overview of the implementation of the LAA and also provide support to block and target leads in their performance management roles
- At LAA Block level - block partnership leads will be responsible for managing performance issues within their block, reporting progress to the Executive and leading discussion on performance improvement where needed. Existing partnerships will be used wherever possible.
- At District Board level - responsible for managing performance issues within a district, ensuring delivery is co-ordinated and effective.
- At individual organisation level - first level performance management would be done 'on the ground' by target leads and organisations

The Accountable Body

Staffordshire County Council will be the accountable body for the Staffordshire LAA. This is in line with guidance for Round 3 LAAs, which, states that:

“The upper tier local authority will be the accountable body for the financial management of the LAA and for ensuring that robust performance management arrangements are in place. It is also responsible for ensuring that there are clear leads for each of the targets in the LAA, so that individual partners within the LSP are responsible and can be held accountable to Government for delivery against these targets. Where a target requires the input of a number of different partners, the main contributors should be detailed and a leading contributor should be identified.”²

As the Accountable Body, the County Council will be responsible for holding the funds identified for the LAA outcomes. The County Council will not usually spend any part of the LAA pooled funding without first receiving the advice of the Strategic Board.

Annual Planning and Review Process

Timing	Activity	Outputs
July to September 2007	<ul style="list-style-type: none"> Annual review of progress against LAA outcome targets and delivery of previous year's operational plans 	<ul style="list-style-type: none"> Report to SS Board Public annual report. Financial report.
August to October 2007	<ul style="list-style-type: none"> Draft delivery plans submitted by Block partnerships 	
November 2007	<ul style="list-style-type: none"> Mid-year review (Apr-Sept) of performance, spending and activities (against delivery plans) 	<ul style="list-style-type: none"> Exception / summary performance report to Strategic and Executive Boards
December 2007	<ul style="list-style-type: none"> Finalised delivery plans 	
January/February 2008	<ul style="list-style-type: none"> Quarter 3 (Oct-Dec) report on performance, spending and activities (against delivery plans) 	<ul style="list-style-type: none"> Exception / summary performance report to Strategic and Executive Boards
March 2008	<ul style="list-style-type: none"> LAA Refresh 	
May 2008	<ul style="list-style-type: none"> End of year report on performance, spending and activities (against delivery plans) 	<ul style="list-style-type: none"> Exception / summary performance report to Strategic and Executive Boards

It is proposed that the Strategic and Executive Boards should assess performance on the basis of exception reports while the Block Groups will assess all performance data.

Performance data will be collected and reported on a quarterly basis. The frequency of data reporting will vary – some will only be reported at the year end or in alternative patterns such as term end and academic year. Meetings of the Strategic and Executive Boards will need to be scheduled following the end of each quarter

² Local Area Agreements: Guidance for Round 3 and Refresh of Rounds 1 and 2: 31st March 2006, ODPM

allowing reasonable time for the data to be collated. The proposed timetable will be as follows:

Quarter 1	April to June 2007	Report to Executive Board July 2007
Quarter 2	July to September 2007	Report to Executive Board October 2007
Quarter 3	October to December 2007	Report to Executive Board January 2008
Quarter 4	January to March 2007	Report to Executive Board May 2008

'Ladder of Intervention' for Addressing Under-Performance

Below is a three stage process to addressing under-performance:

- Stage 1 If a monitoring report shows that performance against a particular target has failed to achieve the agreed trajectory, the Block Partnership will be expected to take appropriate action, working as appropriate with the District Board and the lead partner/other agencies. It will be asked to report on progress in the next quarterly report to the Executive Board.
- Stage 2 If a monitoring report shows that performance against the operational plan or target has failed to achieve the agreed trajectory for two consecutive quarterly periods, the relevant Block Partnership will be expected to agree with the relevant agencies/District Board a detailed action plan to tackle the under-performance. It will be asked to report on progress in the next quarterly report to the Executive Board.
- Stage 3 If performance continues to fall below expected levels despite actions in Stage 2, the Executive Board will request a detailed report on the issues that have contributed to under performance and the options for further action for bringing performance back to target or for further negotiation with GOWM as part of the Annual Refresh.

The Executive Board will retain the right, in consultation with the relevant LAA Block partnership, to trigger performance management action at either Stage 1, 2 or 3 in other circumstances where there is evidence of under-performance against target.

The Block Partnerships will consult with the District Board in the first instance with regard to responding to underperformance within a particular district. The Executive Board will report every six months to the LAA Strategic Board on all performance management actions at Stages 2 and 3.

Risk Management

Understanding threats and opportunities that might affect the achievements of outcome and targets is fundamental to the success of the LAA. Risk management principles will be applied throughout the delivery period of the LAA. A risk management framework will be developed and a risk register maintained. High level risks will be reported to the Strategic and Executive Boards. Action plans will provide an ongoing risk management programme, will sit alongside the LAA delivery plans and will be monitored through the performance management system.

Funding Arrangements

A number of funding streams are automatically pooled centrally within the LAA. These funding streams are:

- Children and Young People
 - Children's Services Grant
 - Kerbcraft
 - Key Stage 3 – Behaviour and Attendance
 - Key Stage 3 – Central Co-ordination
 - Neighbourhood Renewal Funding
 - Neighbourhood Safety Initiative
 - Neighbourhood Support Fund
 - Positive Activities for Young People
 - Primary Strategy Central Co-ordination
 - School Travel Advisers
 - School Development Grant

- Safer and Stronger Communities
 - Safer and Stronger Communities Fund including:
 - Anti Social Behaviour Grant
 - Building Safer Communities
 - Drugs Strategy Partnership Support Grant
 - Tackling Violent Crime Programme
 - Neighbourhood Management Pathfinder
 - Neighbourhood Element
 - Cleaner, safer, greener element (Liveability Funding)
 - Anti Social Behaviour Action Area
 - Aggregates Levy Sustainability Fund
 - Anti Social Behaviour Trailblazer
 - Home Fire Risk Check Initiative
 - Neighbourhood Renewal Funding
 - Rural Social and Community Programme
 - Waste Performance and Efficiency Grant

- Healthier Communities and Older People
 - Neighbourhood Renewal Funding

- Economic Development and Enterprise
 - Local Enterprise Growth Initiative
 - New Growth Points Funding
 - Neighbourhood Renewal Funding

[Information to be added]

Enabling Measures

[Information to be added]