

# **THE KNOWSLEY PARTNERSHIP**

## **LOCAL AREA AGREEMENT PILOT**

**“Narrowing the gap”**

## THE KNOWSLEY PARTNERSHIP

### LOCAL AREA AGREEMENT

#### **Foreword by Councillor Round, JP, Leader of Knowsley Council and Chairman of the Knowsley Partnership**

The Knowsley Partnership welcomes the opportunity to participate in the pilot of Local Area Agreements.

Over the past 10 years, a range of partners from the public, voluntary, community and private sectors have developed an increasingly joined up approach to dealing with the legacy of the Borough's economic decline in the 1970's and 80's. Since 2001 this collective action has been driven by the Borough's Local Strategic Partnership, the Knowsley Partnership.

With a strong platform of local and sub regional economic conditions and partnership working now in place, our major focus over the next 5-10 years will be to tackle deprivation and disadvantage in the Borough. Together we aim to ensure that all residents of the borough, including those who may face particular disadvantage, have opportunities to realise their potential within sustainable, thriving neighbourhoods.

The Local Area Agreement process will support us in this task, driving an increasingly strategic approach to joint efforts between services and local communities – in line with the Government's emerging vision for Local Government and public service reform.

The LAA will provide a welcome challenge to us to explore ways of delivering efficiencies and more effective targeting of services toward strategic priorities. This will include reductions in bureaucracy, building stronger local accountability and the devolving decision-making to the level most likely to enhance outcomes.

We also anticipate that the pilot will strengthen the dialogue we have with Government, via Government Office for the North - West and play a major role in achieving our vision of Knowsley as a healthy place, where people are proud to live, work, learn and prosper.



Councillor Ron Round, JP  
Leader of the Council  
Chair, Knowsley Strategic Partnership

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## 1. Executive Summary

This submission sets out our approach to the Local Area Agreement pilot and the funding streams and freedoms and flexibilities that we believe we require to enable us to test the rigour of the LAA process during the pilot year and beyond.

### ***A partnership commitment***

The Local Strategic Partnership (The Knowsley Partnership) has taken a fully inclusive approach to the development of the pilot. This has ensured that this submission has benefited from a strong awareness amongst partners about the strategic and operational purpose of LAAs. We expect to strengthen partner engagement, and particularly that of the Voluntary and Community Sector, throughout the life of the pilot.

The partnership approach extends to a commitment to develop real citizenship through engagement with the whole community, including minority and special need groups, ensuring that they play a strong role in determining the quality and effectiveness of services delivered. A significant development aim of the LAA is to ensure that our plans reflect our customers determining their outcomes based on good quality information and advice.

### ***Narrowing the gap***

There is a strong commitment amongst partners to integrate the LAA within the broader picture of local strategy development and delivery. In particular, the LAA will fully support our major strategic focus in the coming years on **narrowing the gap between the most deprived neighbourhoods in the Borough and the rest, and between Knowsley as a whole and other areas. In addition, the Partnership is determined to ensure that specific groups within the Borough who may face particular disadvantage and exclusion are identified and offered appropriate support to enable them to achieve their full potential.**

To support this, we have identified a total of 14 priority Outcomes across the three blocks of the LAA with key performance indicators. These link directly to the broader range of outcomes in our Community Plan and collectively represent the broad partnership effort to achieve our overall vision for the Borough. The vision and values of the Knowsley Partnership are attached at Appendix 4.

### ***Maximising resources – achieving efficiencies***

We have ensured that the underpinning principles of the LAA of **reducing bureaucracy, increasing efficiency, devolving decision making and joining up public services** have been considered in as great depth as the potential to request freedoms and flexibilities from central government.

This approach to the pilot will enable us to examine our strategy and delivery processes and develop a greater capability to marshal the sum of public sector and other available resources toward a set of common outcomes.

### ***A pragmatic approach to freedoms and funding streams***

Our determination to challenge ourselves on local rationalisation has led to a pragmatic approach to the identification of freedoms and flexibilities and funding streams. This broadly identifies both freedoms and funding streams as falling within one of four bands: -

#### ***Bands of freedoms and flexibilities***

**Local action:** Those that can be delivered through local partner commitment, without central Government approval;

**By 1 April 2005:** Those we believe may be deliverable for the first year of the pilot, which we have requested should be available from outset;

**During 2005/6:** Flexibilities that may be achievable within the life of the pilot, which we hope to include in negotiations;

**2006/7:** More substantial issues that will require more detailed and lengthy discussion with Government Departments, for which we hope the LAA can provide an appropriate lever for serious consideration during the course of the pilot and beyond.

#### ***Bands of funding streams***

**Cross block – requested from 1 April 2005:** These are funding streams that contribute to more than one block of the LAA.

**Block specific – requested from 1 April 2005:** Funding streams we have local partner agreement to include in a 'single pot' and we believe may be non contentious in the spirit of the agreement;

**Block specific – for further negotiation:** Funding streams we would like to work toward including but that require further internal negotiation and/or are thought more contentious/difficult to deliver from Central Government

#### ***Summary of outcomes, funding streams and freedoms and flexibilities***

The pro-forma submissions for each block (appendices 1-3) provide more detail about performance indicators, measures and milestones along with a rationale for the request of each freedom and flexibility, explaining why we believe it will support the delivery of outcomes for Knowsley residents. This is set alongside information for each block on our approach to delivery.

We look forward to the delivery of the pilot and the learning we will develop from it. We especially welcome the opportunity to strengthen the dialogue with both central and regional levels of Government, which we expect to be a major factor in our ability to achieve our vision and objectives for the Borough.

## **2. Introduction**

This chapter sets out our approach to the LAA process and how we think it will support us in our efforts. It outlines our intention to ensure a productive balance of locally achieved efficiencies and enhanced strategic capability alongside support from central government in releasing constraints where necessary/possible.

### **2.1. A partnership effort to narrow the gap**

The participation of the Knowsley Partnership<sup>1</sup> in the pilot for Local Area Agreements comes at a crucial stage of its development.

The Partnership Executive is currently determining how best to move forward, utilising all public sector resources in the borough to ensure a joined up solution to some complex and dynamic problems. These problems are in many cases related to high levels of deprivation – a legacy of economic decline in the 1970's and 1980's.

A focus on dealing with the causes and effects of deprivation and tackling problems at neighbourhood level will be critical if we are to capitalise on the economic foundations and the strong culture of partnership working that we have developed.

During the course of the LAA pilot, the focus of the Knowsley Partnership on tackling disadvantage and reducing deprivation will grow. Our efforts will be centred on neighbourhood regeneration and on narrowing the gap across a range of indicators between Knowsley and other areas, and between the most starkly deprived parts of Knowsley and the rest.

In addition to focusing on the most deprived places, we will seek to use the LAA pilot to enhance our understanding of the needs of particular groups with Knowsley who are marginalised and who face particular disadvantage, for example disabled people and Black and Minority ethnic groups. Through this combination of 'people' and 'place' focus we will tackle the starkest pockets of disadvantage in the Borough.

This will require an approach to neighbourhood regeneration that improves the fabric of neighbourhoods and supports residents to raise and achieve their aspirations.

During 2005/6 we expect to work through a process of policy development on neighbourhood regeneration and tackling disadvantage. This should include the establishment of 'narrowing the gap' targets for specific neighbourhoods within the borough and for specific groups. We would then intend to ensure that these targets are integrated into the LAA, to complement those within this submission that already target the most deprived people and places, for example

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<sup>1</sup> The Knowsley Partnership is the name of the Local Strategic Partnership in the Borough of Knowsley

those on health inequalities (HCOP) and neighbourhood management and worklessness (SSCF).

**Our clear and simple vision is of Knowsley as “a healthy place where people are proud to live, work, learn and prosper”**

## **2.2. What we expect the Local Area Agreement to achieve for Knowsley**

The Knowsley Partnership has embraced the LAA process as a key strategic tool in the delivery of our economic and social objectives.

Part of the reality of delivery of services to the public in a Borough like Knowsley, which has more funding streams than most, is that whilst additional funding is welcome and necessary, a disproportionate amount of time and effort is spent on processes to deploy amounts of funding that, even in total, are dwarfed by mainstream public service expenditure. The overall landscape of strategy, funding and accountability is over complex – regulation and bureaucracy all too often stand in the way of the apparently obvious solution.

Put simply, the rationalisation of funding streams offered by the LAA should mean more resources on the front line – addressing the issues that Government, members of the Knowsley Partnership and residents of Knowsley care about.

But this will only happen if we plan to rationalise our local strategy and delivery arrangements.

To this end, we have ensured that the underpinning principles of the LAA of **reducing bureaucracy, increasing efficiency, devolving decision making and reforming public service delivery** have been central to our approach to determining outcomes and identifying freedoms and flexibilities.

Our aim is to use the period of the LAA pilot to challenge ourselves on stripping out unnecessary process, streamlining delivery and sharpening our strategic capability to assess local need and deliver solutions.

We know we have a highly supportive local partner in Government Office for the North West and we expect over the first year to break new ground and find ways to make significant inroads into deprivation in Knowsley.

## **2.3. A focus on integrated delivery**

The Partnership decided at the outset that it would apply the principles of the LAA across the whole spectrum of the Knowsley Partnership's Business Plan.

This reflects an intention to ensure that, in the spirit of the LAA, our work is integrated into the broader picture of corporate planning, thematic partnership business planning, programme management the developments of integrated working in numerous service areas and an emerging policy on neighbourhood regeneration.

This approach has also ensured that all partners are fully aware and involved in the process and provided greater challenge and examination of local flexibilities across partners than would have been possible with a narrower focus.

A further advantage is the avoidance of often meaningless disaggregation of inputs and outcomes achieved, as we will be able to focus on overall achievement of collectively agreed outcomes through mainstream efforts as well as those achieved via the LAA stream.

The development later in 2005 of a new community plan and revised local neighbourhood renewal strategies will provide the opportunity to determine how the principles of the LAA can be further embedded in our mainstream strategies. Further detail about this is provided in section 5.1.

#### **2.4. A pragmatic approach to freedoms and funding streams**

Our determination to challenge ourselves on local rationalisation has led to a pragmatic approach to the identification of freedoms and flexibilities and funding streams. This broadly identifies both freedoms and funding streams as follows:-

##### ***Freedoms and flexibilities***

- Firstly, we have examined whether through partnership efforts we actually have the ability to achieve the required flexibility without requiring central approval. These are described in the pro - formas **Under Approach To Delivery**
- Secondly, we have recognised that there are flexibilities that may be deliverable for the first year of the pilot and we have requested these. These are described in the pro - formas as '**By 1 April 2005**';
- Thirdly we have suggested a number of issues we hope are deliverable during the course of the pilot period. These are described in the pro-formas as **To Be Negotiated During the Pilot**; we would expect these to be part of our discussions for LPSA2;
- Lastly, we have taken the opportunity to identify a number of issues that we are certain require more detailed discussion with Government Departments via ODPM, for which we hope the LAA can provide an appropriate lever for serious consideration during the course of the pilot. These are described in the pro - formas as '**2006/7**'.

##### ***Funding streams***

- Firstly we have identified that there are a number of funding streams that contribute to achieving outcomes in more than one block that we would like included from the start of the pilot. An example of this is the Neighbourhood Renewal Fund. We have identified these in the pro - formas as '**Cross block – requested from 1 April 2005**'.
- Secondly we have identified a number of funding streams that are specific to a block and which, either because they were indicated in advice note 1 or we believe they are critical and/or may be deliverable, we have requested them to be included from the start of the pilot. These have been agreed with local partners to be included in a 'single - pot'. **These are described in the pro - formas as 'Block specific – requested from 1 April 2005'**.
- Thirdly, we have identified a number of funding streams that are specific to blocks that we see value in including in the LAA but that require further local negotiation and are possibly more difficult to agree at Central Government level. These are described in the pro - formas as '**Block specific – for further negotiation**'.

## **2.5. Enhancing outcomes through the LAA**

We anticipate that some of the outcomes we have set out will achieve further stretched performance through their adoption as part of the Council's Local Public Service Agreement 2. In order to do this we have requested a change to the batch date for our Local Public Service Agreement Two to March/May 2006. This is to ensure we can embed and learn from the LAA process and therefore use LPSA2 as a mechanism to focus on stretch performance in priority areas.

A key aspect of the opportunity within the LAA process lies within the strengthening of the dialogue with central Government via the Government Office for the North - West. As well as moving toward the creation of a 'single conversation' with central Government Departments, which will help immensely in our approach to complex issues, we see great benefit in a strong regional level Government understanding of how we are seeking to ensure that Knowsley benefits from and contributes to the favourable economic conditions within the sub region.

We firmly believe that the Local Area Agreement model provides the shape for the way not only local authority funding, but the majority of public sector funding, will be brought together to delivery real community outcomes in the future, and we are delighted to take part in the pilot phase.

### **3. The Metropolitan Borough of Knowsley**

#### **3.1 Location and size**

Knowsley is one of the five metropolitan districts of Merseyside. Located between Liverpool and Manchester, it is connected to these cities by the M57 and M62 motorways, and the A580 East Lancashire trunk road. It covers an area of 33 square miles (8,651 hectares) and has a population of approximately 150,236, living mainly in a number of suburban townships including Huyton, Kirkby, Prescot, Whiston, Halewood, Stockbridge Village and Cronton.

Based on the latest Registrar General's Mid Year Estimate (2003), Knowsley's population is relatively young, with nearly 22% under 16 – compared to a national average of around 20% – and with only 6.1% aged 75 or over, compared with 7.6% nationally. Other characteristics of the population emerging from the 2001 Census include:

- A male: female ratio of around 47:53 (49:51 nationally)
- Almost 42% of households with no car or van (less than 27% nationally)
- 29% single person households (30% nationally)
- Almost 12% lone-parent households with dependent children (6.5% nationally)
- 1.6% of population are of black, minority ethnic background (about 9% nationally)
- 49% employed (Nearly 61% nationally)
- Nearly 25% of residents state they have a limiting long term illness (18% nationally)
- Almost 10% with a degree or higher level qualifications (almost 20% nationally)
- Almost 62% of owner-occupied houses (almost 69% nationally)

#### **3.2 Environment and open space**

Two thirds of the Borough is Green Belt. The largest of the Borough's parks forms an integral part of the Mersey Forest where thousands of trees have been planted to create urban woodlands. Knowsley Safari Park is the area's most well known visitor attraction, but the Borough's National Wildflower Centre is gaining increasing prominence as a Landmark Millennium Project, and is also Europe's only centre dedicated to wildflower conservation (one of only two in the world). The Borough has won over 18 national environmental awards in the last 10 years.

#### **3.3 Industry and employment**

The Borough's industrial base is concentrated mainly in the Knowsley Industrial Park, Kings Business Park and Boulevard Industrial Park,

with retail and commercial activities focused in the town centres: Kirkby in the north, Huyton in the west and Prescot in the east. Employment in Knowsley was traditionally based on manufacturing – particularly engineering, the automotive industry and food processing - but over 70% of companies and almost 68% of jobs are now in the service sector. Since 1991, Knowsley has attracted inward investment from a range of world famous companies including QVC, Ford/Jaguar, News International, Liverpool Football Club, Delphi Delco, Kodak, Telewest and CDMS. Other major employers include Vertex Customer Management, Barclaycard and Dams International. 77% percent of all Knowsley businesses are small or medium size enterprises (SMEs).

### 3.4 Regeneration and growth

Knowsley's economy has benefited from its well-established Economic Forum, the local economic partnership body in which the Council is a key player, and which drives and co-ordinates local economic initiatives. It has helped to deliver a 35.4% increase in employment in the five years to 2002. The local economy, on a Gross Value Added measure, has grown over a similar period (1996-2001) by 1.8% a year, twice the North West regional average. During this time the Council has secured approximately £74m of external funding which has levered in £471m of private sector investment relating to sites and business premises. Further funding and partner contributions have been secured for innovative employment training projects and support for residents, business support and infrastructure improvements to create a positive investment climate for new and existing businesses. Some of the fruits of this are reflected in the reduction in local unemployment from 19.3% in January 1992 to 3.7% in October 2004.

### 3.5 Health

The health of Knowsley residents is poor. Deaths overall are 30% higher than the national average, with high rates of heart disease, cancer, and respiratory disease. Men's life expectancy is low at 72.9 years, compared with 75.8 years nationally. As well as diseases relating to poor diet and smoking, diseases due to excessive consumption of alcohol are an important factor in reducing men's life expectancy in Knowsley.

Cause of death	Knowsley standardised mortality ratio (SMR)	England and Wales SMR
Accidents	142	100
All Cancers	127	100
Lung cancer	187	100
Heart disease	128	100
Chronic Liver disease and cirrhosis (mainly due to alcohol)	149	100

The mental health needs are more than double the national rate. Knowsley has a mental health mini score of 2.2, compared with 1.0

nationally. (The mini score measures the need for secondary mental health services in the population).

Dental health is poor. On average, 5 year old children in Knowsley have 2.86 decayed, missing or filled teeth, compared with 1.52 nationally.

The current Health Partnership Board has set 3 key lifestyle priorities for improving health: Healthy food, Active lifestyles and Tobacco control. The Local Strategic Partnership has also set a priority of reducing harm due to alcohol.

The strategic objectives of the Partnership Agreement between the Council and the PCT commencing in April 2005 are entirely consistent with the LAA:

*To improve the physical and mental health, and well-being of the people of Knowsley by reducing the health inequalities that exist in the Borough.*

*To improve the life chances of all children and young people, particularly children in need and children looked after.*

*To actively support the independence of adults and older people.*

*To work with local communities to promote a partnership based on well-informed communities that are fully engaged in improving health and the social well being of people in their communities.*

#### **4. Tackling neighbourhood deprivation - narrowing the gap**

All the successes of the last ten years have been achieved against a background of economic deprivation that is both severe and persistent.:-

- In 1991, 44% of Knowsley children lived in households where there was no adult in employment, compared with only 19% nationally
- In 2001 this had decreased to 33% in Knowsley and 18% nationally
- Nine Percent of the Borough's children lived in lone parent households in 1991 compared with 3.7% nationally By 2001 the figures had risen to 11.8% and 6.5% respectively
- In 2003 15.7% of Knowsley's work force was receiving Incapacity Benefit & Severe Disablement Allowance, and 10% were in receipt of Disability Living Allowance
- According to the revised Index of Multiple Deprivation (2004) Knowsley is the 8<sup>th</sup> most deprived district in England and is in the most disadvantaged 10% of Employment-deprived districts
- Of Knowsley's 99 Super Output Areas (SOA's) 52 were among the most deprived 10% of all SOA's in England.

The introduction outlined the determination of the Knowsley Partnership to address the problems of deprivation at neighbourhood level, as a key

element of the new Community Planning and cross partner delivery process.

The focus on rationalisation of process and enhancement of strategic capability will support us to better identify needs at small area level, commission services to meet those needs and target resources more effectively.

To better understand the localised priorities, more detailed analysis of deprivation in the Borough at individual Super Output Area level, where we have this information available, is under way. Where SOA information is not available we will use the smallest geographic definitions available. This will result in a series of performance indicators which enable us to effectively monitor the gap between deprived areas and the rest. As a minimum, we will aim to agree baselines and targets for the key areas of crime, health, education, worklessness, housing and liveability. These will be fed into detailed, revised Neighbourhood Renewal Strategies which will be completed by the end of August 2005.

## **5. Strategic context – ensuring integration of the LAA**

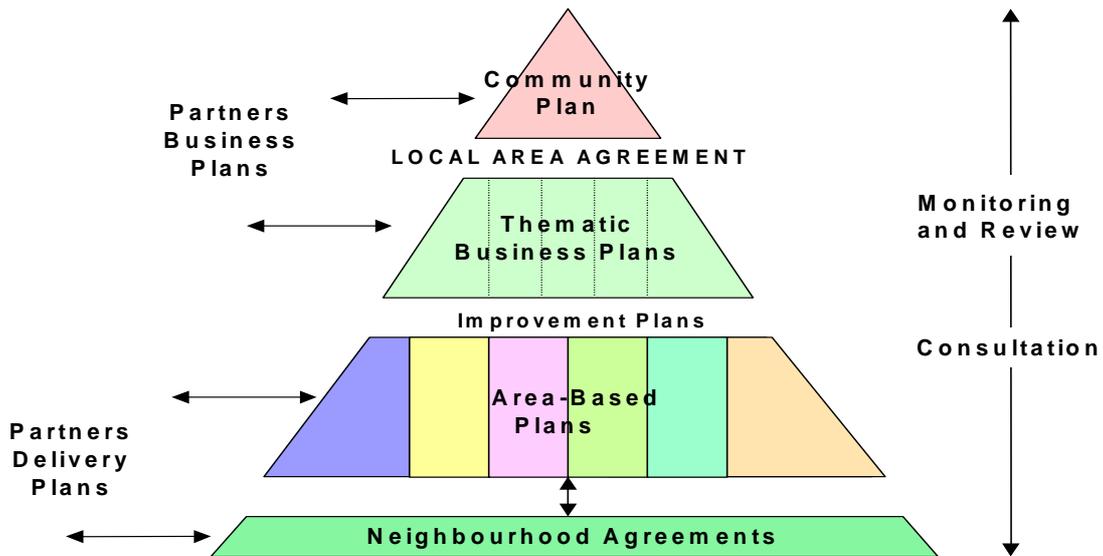
### **5.1 Integrated planning approach**

The introduction outlined that we have sought to ensure that the LAA complements and adds value to the current approach to the planning of multi agency activity designed to achieve common outcomes.

The Knowsley Partnership has an integrated planning approach, which will more clearly align the Neighbourhood Renewal Strategy Action Plans with the Community Plan, in turn allowing that process to influence key partners' own business plans.

This partnership planning framework, detailed in the Partnership's Improvement Plan 2004 not only seeks to align the Neighbourhood Renewal Action Plans with the priorities, targets and indicators of the Community Plan but also seeks to develop them as Neighbourhood Agreements, that will set out clear standards of localised service delivery and build local accountability, using the learning from the North Huyton Neighbourhood Management Pilot.

## Partnership Planning Framework



This integrated approach will

- Provide a more joined up approach – between the Community Plan, Neighbourhood Renewal Strategy Action Plans, Partnership Improvement Plans and partner organisations owned Business Plans
- Strengthen and clarify the relationships – between the LSP Executive, Thematic Partnerships, the Community Empowerment Network, Partner Organisations and their relationship and delivery at a local level through Area Forums
- Establish ‘what partners are aiming to achieve and how they plan to work together to achieve their priorities at a local level’
- Ensure that all partners are committed to delivery plans which can be informed by local people and monitored at a local level, where responsibility is clearly defined and communicated
- Provide a process where the Local Area Agreement outcomes are embedded in this integrated business planning model and drive down to a community level

This process is happening in the following seven stages: -

1. Review current plans, performance and priorities
2. Roll out Thematic Business Planning Sessions
3. Develop Local Area Agreement
4. Consolidate Thematic Plans into new Community Plan
5. Develop Local Neighbourhood Renewal Strategy and action plans
6. Develop Neighbourhood Agreements
7. Use LPSA2 to identify stretch performance
8. Implement monitoring mechanisms at all levels

Clearly these stages do not run neatly and consecutively. Instead they represent an iterative cycle that uses the inputs from previous stages to inform the next.

### Progress to date

The Knowsley Partnership Executive have undertaken the initial stages of this process and have agreed a revised shared vision for Knowsley, objectives and key priorities for the Knowsley Partnership. The Local Area Agreement has been developed based upon a number of these key priorities and has been incorporated into the Thematic Business Planning process within the Knowsley Partnership, to ensure collective ownership across partner agencies. Details are presented in Appendix 2 to this document.

## **5.2 Addressing the underlying principles of the LAA**

Our early consultation with partners has generated a clear understanding about the potential that the LAA offers in terms of strengthening local delivery and performance management capacity through:-

- Building strategic capability;
- Achieving efficiencies & reducing bureaucracy
- Devolving decision making & increasing local accountability
- Joining up services

Through this we have developed a consensus about the approach we will take to ensuring that **residents of the Borough receive maximum benefit** from the more integrated approach to targets and other controls, and the combining of funding streams.

Our intention is that the pilot will be driven by a commitment from the Knowsley Partnership to examine how we may release internal constraints that can deliver efficiencies and release resources for front line delivery. This is a key element of our strategy to deliver enhanced outcomes and we see this internal analysis as being as important to the pilot as requesting freedoms and flexibilities from Central Government.

At this stage we anticipate taking the following steps during the pilot to ensure that our performance review process achieves these outcomes of the LAA process:-

- Within each block, an analysis of the potential to fuse the resources used to field funding programmes – for example the potential to bring local level partnerships and infrastructure together;
- An assessment of our strategic capability to target resources at priority outcomes, including the robustness and reliability of data reporting, the further development of joint agency intelligence

processes, data sharing and the efficiency and flexibility of commissioning processes;

- An examination of how we can further integrate the strategy, objectives and delivery planning undertaken both within and between the thematic areas that make up the Knowsley Partnership.

This focus is reflected in the appendices covering each block of the LAA, outlining the more specific steps to be taken on these issues.

### **5.3 Resource Management**

#### **Three Year Funding Agreements**

The Local Area Agreement reflects the Strategic Partnership's desire to plan, monitor and research its activities into the medium term as a minimum. To this end the Partnership is seeking to achieve robust three year targets to underpin all of its priority outcomes, which can be matched by Partners' own three year spending plans.

**To make this work therefore the Partnership is seeking three year spending agreements as part of its Local Area Agreement negotiation**, on all the funding streams contained in the blocks, where funding has already been agreed by the relevant Department into the medium term. This is subject to ongoing discussion.

#### **Financial Resource Mapping**

The Knowsley Partnership is modelling its approach to Area Financial Resource Mapping upon Blackburn with Darwen and Blackpool Local Authorities, who undertook the first detailed Financial Resource Mapping exercise. This exercise is taking into account public funding from the widest possible range of partners and will map it across the Partnerships priority themes into local wards across the Borough. This exercise was under way prior to the LAA pilot, but will form an important part of our approach.

The aim is to understand the total resource flow into front line services in Knowsley and then to subsequently use the information to inform and drive future policy decisions. In particular the Knowsley Partnership are seeking to understand where resources follow need and where high spending links directly to areas of deprivation. The study will concentrate in identifying spend across the six geographical townships in the Borough, and to further analyse these into the six key themes driving the policy of the Knowsley Partnership.

### **5.4 Partner engagement**

The Local Area Agreement provides the opportunity for the Knowsley Partnership to strengthen the partnership working already underway. Partners are engaged at all levels of the Partnership: Executive, Strategic Planning Group, Thematic Partnerships and the Community

Area Forums. This includes all major service deliverers in the borough and the community and voluntary sector.

Clearly, the timescale within which the initial LAA submission has been produced has been challenging – and there is further work to do to ensure all partners remain engaged and are contributing fully. However, we believe we have, in a short space of time, generated a high level of understanding across partners through discussions with thematic partnerships and presentations in various fora. The Knowsley Partnership endorsed the Local Area Agreement at the meeting of its Executive on 14 March.

Crucially, we have ensured that the LAA process complements the ongoing thematic partnership business planning process. We have achieved this through a series of meetings with representatives of each thematic partnership early in January that have been planned to dovetail into the partnership's business planning process that is also under way.

We are particularly concerned to ensure that the Voluntary and Community Sector have opportunities to make a full contribution to the pilot. The VCS have been involved in the negotiations and development of this Local Area Agreement and will be involved in the design, delivery and monitoring of local services delivered through the pilot.

Partners are currently working on the development of a local Compact (for April 2005) which will provide a framework for the working relationship between the statutory and community and voluntary sectors in Knowsley.

We intend to fully utilise the Protocol and local Compact documents developed locally to strengthen working relationships with the VCS throughout the Borough. A particular emphasis will be on how we can use this relationship to sharpen our focus on the needs of particularly disadvantaged groups, such as disabled people or people from Black and Minority Ethnic Communities.

The Community Empowerment Network represents the voice of the community and voluntary sector within the Knowsley Partnership, but we recognise that a strategic approach is needed for the wider process of community engagement involved in the day-to-day service delivery across the borough. To this end the Knowsley Partnership agreed its community engagement strategy 'Community Know How' in October 2004.

This provides a consistent approach to engagement and supports the integration and growth of the Community Empowerment Network. The implementation of 'Community Know-how' will support the process of community engagement through the Local Area Agreement, involving residents in the planning, delivery and evaluation of local services and their own unique role in improving their local neighbourhoods.

The Children and Young People's Partnership have developed their own engagement strategy, 'Children and Young People's Know How'. This work links the Youth Parliament, Schools Council and Youth Forums across the borough and provides a key opportunity to gather the views and ideas of young people and their engagement through the decision-making processes which affect their present and future lives.

We also have the Knowsley Older People's Voice, affiliated to the Community Empowerment Network, and specifically concerned with issues affecting older residents who again have specific needs and issues in terms of engagement and consultation. These consultation structures will both be utilised during the pilot.

## **6. Performance framework, monitoring and review**

Knowsley MBC's approach to performance management has been recognised by the Audit Commission as being mature and robust enough to drive improvement across the Authority. This approach has been rolled out across the Partnership, and is being further strengthened by the integrated planning framework mentioned in section 5, above.

The performance management approach will be supported by the Council's Corporate Performance and Improvement team, which includes a post specifically funded to support partnership performance.

By end April 2005, we will complete and agree with the Government Office a more detailed analysis of how we can satisfy the performance management requirements of the funding streams that come into the 'single pot' or are being aligned within each block. In this we will refer to Advice note 2 on performance management and where necessary the advice note on payments.

The long-term view is that the performance management framework for the Local Area Agreement will replace the current framework for the Knowsley Partnership. In the short term, the LAA mandatory priorities have been fed into the partnership business planning workshops that took place in January in order to inform the prioritisation process.

The pro-forma approach has identified a range of key measures against each outcome that will form the basis of the performance management framework. In some cases, work will need to be done to establish either the exact mechanism for measurement (e.g. some of the satisfaction measures) or in creating a baseline of performance.

Our approach is that monitoring and review will primarily take place through the existing framework for the partnership. This is in line with the guidance in Advice Note 2, which is clear that the LAA should not have additional reporting mechanisms imposed on it.

Performance information is collected quarterly and reported through the Thematic Partnership boards to the Knowsley Partnership Executive and the Knowsley Partnership Strategic Planning Group, as well as through each thematic partnership. In effect, Knowsley will report quarterly to Government

Office North West via this mechanism, as representatives are part of the Executive, as well as making the formal six monthly reports.

Targets will be set for the appropriate monitoring frequency of each measure, and performance reported against target using a traffic light (red, amber, green) system for additional clarity. Any red or amber performance will require corrective actions to be created to address the relevant areas. The Partnership's Strategic Planning Group will be the primary route through which performance analysis and corrective actions will be developed.

The framework will measure both performance measures and project milestones. Additionally, the priority outcomes will also be analysed as a distinct grouping, in a similar way to the way the floor targets are, and will be measured to ensure a clear view of the performance across the pilot. All the key measures will be made explicit in the thematic partnership's business plan, so that they can be easily shared with all partners.

The key PIs measures and milestones are included in the pro - formas for each outcome. There are a small number of PIs and measures to be agreed with the Government Office. Where this is the case, dates for their agreement are inserted in the pro-forma.

## **7. Conclusion**

This submission has set out the approach the Knowsley Partnership is taking to the LAA and the outcomes we aim to achieve. It details the funding streams, local actions and central freedoms and flexibilities we believe we require to achieve these outcomes and to fully test the LAA process during the course of the pilot.

# KNOWSLEY LOCAL AREA AGREEMENT PILOT

## APPENDIX 1: CHILDREN AND YOUNG PEOPLE BLOCK

**LAA Block: CHILDREN AND YOUNG PEOPLE**

**1. Outcomes and Performance Indicators**

<b>Outcomes</b>	<b>Performance indicators</b>
<p>CYP1: Safe: children and young people respect themselves, others and the wider community:</p>	<p><b>Reducing the number of crimes by children and young people, and to support those who engage in and are victims of crime:</b></p> <ul style="list-style-type: none"> <li>• CYP1 (i) Reconviction rates of children and young people (Baseline 2003-04 63.1%, target 2006-07 37.0%)</li> <li>• CYP1 (ii) Percentage reduction in number of calls made about Anti Social Behaviour recorded by the Police (Baseline 2003-04 8.44%, target 2006-07 5.0%)</li> <li>• CYP1 (iii) Percentage of children looked after reprimanded, final warned or convicted during the year expressed as a ratio of all children in Knowsley reprimanded, final warned or convicted (Baseline 2003-04 4.0% target 2005-06 3.0%)</li> </ul> <p><b>Ensuring early identification of vulnerable children and young people, with referral to appropriate services</b></p> <ul style="list-style-type: none"> <li>• CYP1 (iv) Percentage of re-registrations to the Child Protection Register (Baseline 2003-04 12.7%, target 2006-07 10.0%)</li> <li>• CYP1 (v) Percentage of children de-registered who were on the Child Protection Register for 2 or more years (Baseline 2003-04 6.0%, target 2006-07 4.0%)</li> <li>• CYP1 (vi) Number of children per 1000 of 0-17 population recorded on ISAP system (Baseline and targets to be agreed)</li> <li>• CYP1 (vii) Average length of time families spend in hostel accommodation (Baseline 2003-04 8.65 weeks, target 2006-07 4 weeks)</li> <li>• CYP1 (viii) Number of children missing out on universal services Baseline and targets to be agreed by end of April 2005.</li> </ul> <p><b>To ensure that children looked after are placed in a stable and appropriate setting for an appropriate period</b></p> <ul style="list-style-type: none"> <li>• CYP1 (ix) The % of Children Looked After with 3 or more placements during the year (Baseline 2004-05 10.0%, target 2006-07 10.0%)</li> </ul>
<p>CYP2: Healthy: children and young people have healthy lifestyles, through improved diet and physical activity, good oral health and preventative health care</p>	<ul style="list-style-type: none"> <li>• CYP2 (i) Number of schools receiving accreditation in the healthy eating standard [Baseline 2003-04 44 schools, target 2006-07 all 77 schools]</li> <li>• CYP2 (ii) Number of obese children Baseline 2003-04 20.3%, Target 2005-06 to be agreed by April 2005.</li> <li>• CYP2 (iii) Number of schools achieving accreditation in the physical activity standard Baseline 2003-04 39 schools, target 2006-07 all 77 schools)</li> <li>• CYP2 (iv) Decayed, missing, filled teeth in 5 year olds (Baseline 2003-04 2.86, target 2005-06 2.60)</li> </ul>

	<ul style="list-style-type: none"> <li>• CYP2 (v) Proportion of children being immunised for MMR (Baseline 2003-04 71.9%, target 2005-06 to be agreed by end of April 2005.</li> <li>• CYP2 (vi) Health of children looked after (Baseline 2003-04 83%, target 2006-07 95%)</li> </ul>
<p>CYP3: Learning: children and young people experience achievement and self esteem</p>	<p><b>Increasing the attainment levels of children and young people at Key Stages 2, 3 and 4</b></p> <ul style="list-style-type: none"> <li>• CYP3 (i) Percentage of 11 year olds achieving Level 4+ in English (Baseline 2003 71%, target 2005 76%)</li> <li>• CYP3 (ii) Percentage of 11 year olds achieving Level 4+ in Maths (Baseline 2003 69%, target 2005 77%)</li> <li>• CYP3 (iii) Ratio of educational achievement of 11 year old looked after children compared with peers (nb the small numbers involved in this measure render it statistically questionable) (Baseline 2003 0.78, target 2005-06 1.00) <ul style="list-style-type: none"> <li>• CYP3 (iv) Percentage of 14 year olds achieving L5+ in English (Baseline 2003 54%, target 2005 72%)</li> </ul> </li> <li>• CYP3 (v) Percentage of 14 year olds achieving L5+ in Maths (Baseline 2003 58%, target 2005 72%)</li> <li>• CYP3 (vi) Percentage of 14 year olds achieving L5+ in Science (Baseline 2003 52%, target 2005 67%)</li> <li>• CYP3 (vii) Percentage of 14 year olds achieving L5+ in IT (Baseline 2003 54%, target 2005 75%)</li> <li>• CYP3 (viii) Percentage of 16 year olds achieving the equivalent of 5 A*-C GCSEs (Baseline 2003 34%, target 2005 41%)</li> <li>• CYP3 (ix) Ratio of educational achievement of 16 year old looked after children compared with peers (nb the small numbers involved in this measure render it statistically questionable) (Baseline 2003 0.00, target 2005 1.00)</li> </ul> <p><b>To improve attendance at primary, secondary and special schools</b></p> <ul style="list-style-type: none"> <li>• CYP3 (x) Percentage of half days missed through absence in primary schools (Baseline 2003 6.5%, target 2006 6.4%)</li> <li>• CYP3 (xi) Percentage of half days missed through absence in secondary schools (Baseline 2003 11.3%, target 2005 8.1%) [to be agreed by end of April 2005).</li> <li>• CYP3 (xii) Percentage of half days missed through absence in special schools (Baseline 2003 10.5%, target 2005 to be agreed by end of April 2005.</li> </ul> <p><b>To increase the range of quality educational opportunities available for young people</b></p> <ul style="list-style-type: none"> <li>▪ CYP3 (xiii) Percentage students at Key Stage 4 accessing vocational qualifications (Baseline 2003 17.3%, target 2005 to be agreed by end of April 2005.</li> <li>▪ CYP3 (xiv) Percentage 16-18 year olds not in education, employment or training (Baseline 2003 12.2%, target 2005 to be agreed by end of April 2005.</li> <li>▪ CYP3 (xv) Care leavers in education, employment and training at age 19 compared with their peers (Baseline 2003 78%, target 2005 to be agreed by end of April 2005.</li> <li>▪ CYP3 (xvi) Proportion of students not receiving formal qualification on leaving school (Baseline 2003 14.4%, target 2005 10%)</li> </ul>

## 2. Key measures and milestones

### a) Development/activity milestones

- A range of initiatives are in the process of being developed by Area Partnerships in their business planning sessions which will be available ahead of the performance monitoring at Quarter 1.
- Implementation of oral health strategy
- Further working through Sure Start Local Programmes to develop positive parenting skills
- Engagement with parents through Family Learning Programmes
- Wider engagement with Positive Activities for Young People programme
- Continued emphasis on healthy and active lifestyles through schools and other agencies
- Further implementation of teaching and learning strategy
- Enhancement of curriculum offer available through the 14-19 Collegiate
- Rollout of attendance panels, led by Councillors
- Implementation of a multi agency approach to attendance
- Enhance educational support available to looked after children
- Rollout of common assessment framework and child index across the Borough once learning from Kirkby pilot available

### b) Trajectories on performance indicators

#### CYP1 Safe: children and young people respect themselves, others and the wider community

- **Reducing the number of crimes by children and young people, and to support those who engage in and are victims of crime:**

Indicator		Actual 2003- 04	Forecast 2004-05	Target 2005- 06	Target 2006-07
CYP1 (i)	Reconviction rates of children and young people	63.1%	47.0%	38.0%	37.0%
CYP1 (ii)	Percentage reduction in number of calls made about Anti Social Behaviour recorded by the Police	8.44%	25.23%	5.00%	5.00%
CYP1 (iii)	Percentage of children looked after reprimanded, final warned or convicted during the year expressed as a ratio of all children in	4.0	3.5	3.0	To be agreed by end of April

- **Ensuring early identification of vulnerable children and young people, resulting in appropriate outcomes**

(v)	registered who were on the Child Protection Register for 2 or more years				
CYP1 (vi)	Number of children per 1000 of 0-17 population recorded on ISAP system (baseline to be agreed)	New	New	To be agreed by end of April 2005	To be agreed by end of April 2005
CYP1 (vii)	Average length of time families spend in hostel accommodation.	8.65 weeks	9 weeks	5 weeks	4 weeks
CYP1 (viii)	Number of children missing out on universal services	New	New	To be developed by end of April 2005	to be developed by end of April 2005

- **To ensure that children looked after are placed in a stable and appropriate setting for an appropriate period**

Indicator		Actual 2003-04	Forecast 2004-05	Target 2005-06	Target 2006-07
CYP1 (ix)	The % of Children Looked After with 3 or more placements during the year.	New	10.0%	10.0%	10.0%

**CYP2 Healthy: children and young people have healthy lifestyles, through improved diet and physical activity, good oral health and preventative health care**

Indicator		Actual 2003-04	Forecast 2004-05	Target 2005-06	Target 2006-07
CYP2 (i)	Number of schools receiving accreditation in the healthy eating standard	New	44	70	77 (100%)
CYP2 (ii)	Number of obese children	20.3%	n/a	n/a	n/a
CYP2 (iii)	Number of schools achieving accreditation in the physical activity standard	New	39	70	77 (100%)
CYP2 (iv)	Decayed, missing, filled teeth in 5 year olds	2.86	2.60	2.60	To be agreed by end of April 2005
CYP2 (v)	Proportion of children being immunised for MMR	71.9%	77 %	To be agreed by end of April 2005	To be agreed by end of April 2005
CYP2 (vi)	Health of children looked after	83%	85%	88%	95%

**CYP3: Learning: children and young people experience achievement and self esteem**

- **Increasing the attainment levels of children and young people at Key Stages 2, 3 and 4**

Indicator		Actual 2003	Actual 2004	Target 2005*	Target 2006*
CYP3 (i)	Percentage of 11 year olds achieving Level 4+ in English	71%	75%	76%	75%
CYP3 (ii)	Percentage of 11 year olds achieving Level 4+ in Maths	69%	74%	77%	76%
CYP3 (iii)	Educational achievement of 11 year old looked after children compared with peers	0.78	0.42	1.00	1.00
CYP3 (iv)	Percentage of 14 year olds achieving L5+ in English	54%	60%	72%	64%

CYP3 (iv)	Percentage of 14 year olds achieving L5+ in English	54%	60%	72%	64%
CYP3 (v)	Percentage of 14 year olds achieving L5+ in Maths	58%	61%	72%	63%
CYP3 (vi)	Percentage of 14 year olds achieving L5+ in Science	52%	48%	67%	61%
CYP3 (vii)	Percentage of 14 year olds achieving L5+ in IT	53.9%	64%	75%	69%
CYP3 (viii)	Percentage of 16 year olds achieving the equivalent of 5 A*-C GCSE	33.7%	38%	41%	44%
CYP3 (ix)	Educational achievement of 16 year old looked after children compared with peers	0.00	n/a	1.00	1.00

\* these are initial targets for 2005 and 2006 which need to be discussed with DfES in more detail and will be resolved ahead of monitoring at quarter 1 2005-06

- **To improve attendance at primary, secondary and special schools**

Indicator		Actual 2003	Actual 2004	Target* 2005	Target* 2006
CYP3 (x)	Percentage of half days missed through absence in primary schools	6.5%	6.4%	4.8%	4.64%
CYP3 (xi)	Percentage of half days missed through absence in secondary schools	11.3%	9.8%	8.1%	7.96%
CYP3 (xii)	Percentage of half days missed through absence in special schools	10.50%	11.3%	To be agreed by end of April 2005	To be agreed by end of April 2005

\* these are initial targets for 2005 and 2006 which need to be discussed with DfES in more detail and will be resolved ahead of monitoring at quarter 1 2005-06

- **To increase the range of quality educational opportunities available for young people**

Indicator		Actual 2003	Actual 2004	Target 2005	Target 2006
CYP3 (xiii)	Percentage students at Key Stage 4 accessing vocational qualifications	17.3%	23.8%	To be agreed	To be agreed
CYP3 (xiv)	Percentage 16-18 year olds not in education, employment or training	12.2%*	14.4%	To be agreed	To be agreed
CYP3 (xv)	Care Leavers in education, employment and training at age 19 compared with their peers	78%*	106%	75%	75%
CYP3 (xvi)	Proportion of students not receiving formal qualification on leaving school	14.4%	10.5%	10%	To be agreed by end April 2005

(\* indicates a change in the definition of the indicator)

NB, A suite of indicators to describe the activities in the early years setting will be developed with colleagues from Government Office by end April 2005: these will be drawn from those identified in paragraph 24 of Advice Note 2.

### **3. Freedoms and flexibilities**

#### **Freedoms and flexibilities requested by 1 April 2005**

- Reduce the requirements of audit and monitoring on specific funding streams as below:

- Sure Start: the ability to not to have target funding on specific areas or age ranges whilst maintaining delivery of previously agreed specified outcomes for Sure Start [agreed]
- Children's Fund: the ability to not to have target funding on specific areas or age ranges [agreed]
- • Reduce the reporting requirements on Children's Fund from quarterly to half yearly [agreed]
- Remove the requirement to allocate funding based upon particular geographic or age restrictions e.g.:

Currently, when services are seeking funding through Sure Start, these need to be allocated by each separate Sure Start Board. It would seem more sensible to have an element of budget and commissioning to take place Borough wide and the balance to take place locally [agreed]  
 Children's Fund is narrowed onto particular targeted hotspots when a more strategic Borough wide perspective would be more welcome and securing the flexibility to blur the boundaries on ages at the limits (i.e. not restrict use to 5-11) [agreed]

#### **Freedom and flexibilities for further discussion during the course of this pilot**

- Continuation of the Public Service Agreement flexibilities to count the flexible third session of attendance. This would allow children and young people to count attendance at learning activities which are less than formal towards their overall school attendance, thus raising their self esteem.
- Develop a wider definition of achievement and use this for reporting. The current narrow focus on educational attainment does not allow for students who have many other skills to receive recognition for them. This is particularly so at 16 and 18, where the wider focus on vocational skills needs to be supported by appropriate measures. However, this will need to be balanced with accreditation for literacy and numeracy skills.
- Elements of school budgets to be included within the LAA as a funding stream. It is recognised that the majority of school budgets will not be negotiable for inclusion within the Local Area Agreement. However, it is requested that elements are included where there would appear to be a case. One of these is the devolved funding for Study Support which comes through Standards Fund, which could be combined with other study support allocations to give a more coherent budget and approach: the allocation of such resources would need to be determined through the co-leadership processes put in place between the Council and Headteachers.
- Alignment of Learning and Skills Council and Building Schools for the Future capital programmes. The LSC capital programme does not currently allow funding to be allocated to developments on school sites. Should the Strategic Area Review for post 16 education recommend the availability of post 16 education on school sites, it would seem sensible to retain the option to progress this at the same time as the Learning Centres as part of the Building Schools for the Future programme.
- Support a wider cohort of pupils to go through the Positive Activities for Young People programme (with consequent positive impact on achievement, attendance, self esteem and crime reduction). The current admission arrangements for the programme have narrowed the cohort of young people who can access this successful programme. This could be facilitated through the use of other funding streams for this programme.
- The different terms and conditions of staff from different agencies is a potential barrier to the integration of services. Whilst it is recognised that the Pay and Workforce Strategy is due to be published imminently, we would want to signal that a conversation would be needed to discuss some fundamental differences in terms and conditions across different sectors.

#### **4. Funding streams**

##### **Cross block – requested from 1 April 2005**

- Neighbourhood Renewal Funding

##### **Block specific – requested from 1 April 2005:**

- Sure Start revenue - £3,647m in 2005/6 with the inclusion of North Huyton Programme
- Children's Fund - £2.62m p.a. 2005-08

#### **5. Local delivery context**

## **5.1. Scope of service areas included in the block**

This block covers those areas referred to in the Every Child matters: Change for Children document.

## **5.2. Strategy and delivery overview**

There are a number of key strategic issues/developments that we have taken into account in preparing this submission:-

- *Every Child Matters*
- *Every Child Matters: Change for Children*
- Knowsley's Children and Young People Strategic Plan
- National Service Framework for Children's Health
- 5 year strategy for Education

## **6. Approach to delivery**

### **6.1 Achieving efficiency/reducing bureaucracy**

The Area Partnership profiles that have been developed are the beginning of intelligence being joined up between agencies involved in delivering services to children and young people in the Borough. These illustrate the full range of issues being faced by children and young people in each of the areas of the Borough, and will be used to focus the planning of service delivery at a local level in 2005-06.

There are many examples of integrated provision of services for children and young people within Knowsley, including the Child Development Centre and the provision of support for looked after children. These demonstrate an experience in managing complex change programmes which will be necessary as we seek to integrate more services in the future.

The Information Sharing and Assessment Trailblazer programme has been valuable in forcing agencies in Knowsley to examine how they share information between themselves. This has resulted in a series of data sharing agreements which are being implemented to support operational practice,

A series of pooled budgets are being established around children and young people with complex needs, to draw together funding from partner agencies that was previously held separately. This will be used to inform the wider work that is planned in developing a large pooled budget, which will be managed at both strategic and local levels. In order to do this, work is planned to further develop commissioning. This has been limited thus far to particular areas of activity, such as the Children's Fund. However, the lessons learned from this process will be used to inform the development of commissioning at Area Partnership and Strategic Partnership board levels.

### **6.2 Devolving decision making/increasing local accountability**

The previously mentioned Area Partnerships are beginning to take responsibility for particular outcomes within their local area. These allow practitioners who are involved in local service delivery to also be involved in decisions that affect their services: the inclusion of Headteachers in these arrangements is also seen as being essential.

Engagement of staff is important, but more important is the engagement of communities in the specification and management of services that are delivered in their communities. The work of a number of the Sure Start Local Programmes has been effective in this area and lessons will need to be learned in this. Children and young people have also been involved in decision making, including the development of the Knowsley Nine outcomes, when they suggested a range of changes which were eventually adopted

### **6.3 Joining up public services**

The approach to the integration of children and young people in Knowsley started 3 years ago, and has been much the stronger for the longer journey. A programme is now in place to deliver a virtual Children's Trust, with a focus on the front line delivery of

integrated services rather than being concerned about structural change. This multi-agency approach is being led by the Children and Young People's Strategic Partnership Board and will result in the delivery of integrated services for children and young people in Knowsley.

## **7. Responsibility of individual partners**

### **7.1 Strategic direction and performance management**

The Children and Young People's Strategic Partnership Board agreed the Strategic Plan in 2004, which sets out the key areas of work that need to be progressed if the life chances of children and young people in Knowsley are to be improved. It also sets out a performance management framework, based upon the Knowsley Nine shared outcomes. This is currently being reviewed with the publication of the National outcome framework in Every Child Matters: Change for Children to ensure completeness. The use of area profiles at Area Partnership level is also helping to develop a series of shared outcomes to which a series of partners will agree to address.

### **7.2 Outline of individual service roles and responsibilities**

- KMBC (list Depts most concerned with block ..DLCS, DELL, DSS)
- Knowsley Primary Care Trust
- Merseyside Police
- Knowsley Community College
- Connexions
- St Helens and Knowsley Hospitals Trust
- Learning and Skills Council
- Community and Voluntary sectors

To be completed by end of April 2005

**8. Statement of how funding will be distributed to partners. This will be completed by the end of April 2005.**

### **9. Negotiation team/contacts for this block**

Maxine Froggatt  
Moya Sutton  
Sue Leavesley  
Rob Tabb

# KNOWSLEY LOCAL AREA AGREEMENT PILOT

## APPENDIX 2: HEALTHY COMMUNITIES AND OLDER PEOPLE BLOCK

**Block: HEALTHY COMMUNITIES AND OLDER PEOPLE**

**1. Outcomes and performance indicators**

Outcomes	Performance indicators
<p>HCOP1:Improved independence of adults and older people through:-</p> <p>Improving access to all Health &amp; Council services, delivering flexible care with excellent access to effective services</p> <p>Improved initial waiting times for appointments and services including assessment and admission, with appropriate waiting times.</p> <p>The provision of safe and effective preventative alternatives to intensive health and social care services</p> <p>Reduce the reliance on emergency acute services</p>	<p>HCOP1 (i) % GP appointments offered within 2 working days from a baseline of 100% 2005/06/7 Target 100%</p> <p>HCOP1 (ii) Acceptable waiting time for new assessment starts within 48 hours (resident population older people) from a baseline of 32.3% 2005/06 Target 75% 2006/7 90%</p> <p>HCOP1 (iii) % of community equipment delivered within 4 working days from a baseline of 92% 2005/06 Target 95% 2006/7 to be agreed by end of April 2005.</p> <p>HCOP1 (iv) Reduction in the % (increase) admissions of people 75+ in emergency from a baseline of 1.6% 2005/06 Target 1% and ongoing for 2006/7</p> <p>HCOP1 (v) Proportion of older people accessing meals , shopping, visiting services, telephone lifelines as low level preventative or protection services, provided by the council or other agencies voluntary sector From a baseline of 3% 2005/6 Target 3.5% 2006/7 4%</p> <p>HCOP1 (vi) Reduction in emergency bed days used by adults/older people aged 55 to 95 from a baseline of 6.9 (104,139 from 1/12/03 – 30/11/04) 2005/06/ Target to be agreed by end of April 2005.</p> <p>HCOP1 (vii) Rate of increase of people supported to manage their long term conditions through Case Management services No baseline – target to be agreed by end of April 2005.</p>
<p>HCOP2 : Better information and advice; Informed and improved choice for patients, service users and carers in options for care and accommodation</p>	<p>HCOP2 (i) Increase in number of attendances at health events campaigns or activities From a baseline of 10,415 2005/6 target to be agreed by end of April 2005.</p> <p>HCOP2 (ii) The proportion of adults and older people supported by Intermediate Care from a baseline of 577 2005/06 Target 840 2006/7 925</p> <p>HCOP2 (iii) The level of direct payments (age standardised) per 10,000 of population from a baseline of 52 target for 2004/5 60, 2005/6 70 2006/7 100</p> <p>HCOP2 (iv) The proportion of adults and older people supported by assistive technology from a baseline of ?1,000 2005/06 Target awaiting clarification of definition from DHealth and will include fire protection detectors (to be agreed by end of April 2005).</p> <p>HCOP2 (v) People with mental health problems and older people receiving support to maintain a tenancy (Supporting People remit) including floating support, extra-care and sheltered accommodation From a baseline of 1599 2005/06 Target 1660 2006/7 to be agreed with SP Commissioning</p>

<p>HCOP3 : Narrowing the health inequalities gap through:</p> <p>Increasing life expectancy in males and females at a faster rate than nationally</p>	<p>Body</p> <p>HCOP3 (i) (Reduction in deaths from circulatory disease (under 75's) from a baseline of 138 per 100,000 (2002) Targets: 2005:120.4/100,000 2006:114.5/100,000</p> <p>HCOP3 (ii) Reduction in deaths from cancer (under 75's) from a baseline of 172.06 per 100,000 (2002) Targets: 2005: 162.4/100,000 2006: 159.2/100,000</p>
<p>HCOP4: Reducing the effect of health and well-being risks</p>	<p>HCOP4 (i) Reduction in smoking in pregnancy from a baseline of 23% (2004). 2005/6 target 22% with a downward trend forecast to continue at 1%</p> <p>HCOP4 (ii) Increase the number of 4-week smoking quitters from a baseline (2003/4) of 1053 2005/6 target 1176 2006/7 1225 2007/8 1275</p> <p>HCOP4 (iii) Reduction in teenage pregnancy conceptions per '000 (NHSP T39) from a baseline of 48 per 1,000 females aged 15-17(2002) Targets: 2003: 48.00 2004: 46.6 2005: 43.4 2006: 40.2</p> <p>HCOP4 (iv) Participation in drug treatment - % change in misusers accessing tier 3 and 4 services – LDP target (% actual against planned) The baseline is 771 planned for 2004/5 participation and the 2005/06 target (to be agreed by end of April 2005 will be to meet 100% of planned participation</p> <p>HCOP4 (v) The proportion of people with a learning disability accessing primary care services (questionnaire based) Baseline population to be surveyed 372 and target to be determined after first survey by end of April 2005.</p> <p>HCOP4 (vi) The number of expert patients trained (initially in the pilot) Baseline 27 Target 2005/06 to be set by end of April 2005 following evaluation of pilot</p>
<p><b>2. Measures and milestones</b></p>	
<p><b>Quarterly measures and milestones will be agreed by the end of April 2005.</b> <b>a) Development/activity milestones</b></p>	

## **Independence**

### **2005/6**

Implementation of Integrated Community Equipment Services (joint with St.Helens and Whiston Hospital) will improve access to essential preventative and risk management support to avoid accident and hospital admission for example. PI HCOP 1 (iii)

Improved practices and IT processes supporting assessment will improve the speed and effectiveness of these key processes resulting in improved access to services PI HCOP 1 (ii)

Implement unplanned care initiatives and development of Case Management HCOP 1(vii)

Development of the Preventative Strategy will support increased numbers of older people feeling less isolated, having an improved quality of life and maintaining avoiding crises which result in admissions to residential and nursing homes PI HCOP 1(v)

Develop better partnerships with non- health & social care agencies – prevention and protection approach e.g. work with Merseyside Fire Authority through the systematic assessment of risk and supply of detectors to identified vulnerable people. HCOP 1 (v)

Roll-out of Assistive Technology plan HCOP 2 (iii)

### **2006/7/8**

Improved infrastructure for community equipment HCOP 1 (iii)

Introduction of mobile technology for health and social care assessments HCOP 1 (ii)

Development of 2 additional extra-care schemes and improved use of sheltered housing schemes HCOP 2 (iv)

Introduction of floating support service for older people HCOP 2(iv)

Development and later implementation of a transport access strategy for disabled adults and older people HCOP 2 (i)

## **Health inequalities and risks**

Plan Implementation of 'Energise Knowsley' (2004-6)

- Healthy eating strategy
- Physical activity strategy
- Treatment of obesity strategy

Implementation of Knowsley Tobacco control strategy (2004-6) see table below for detail

Alcohol related Harm

Development and implementation of an alcohol strategy for Knowsley (2005-7) involving all partnerships

Implement Men's Health Checks programme 'the Pitstop campaign'

Expand current community based cardiac rehabilitation to include people with heart failure (2005/6)

Establish community heart failure service

Establish GP with specialist interest in Public Health cardiology and diabetes to improve chronic disease management in primary care (2005/6)

Complete & implement Knowsley PCT's cancer strategy (2005-7) including:

- Develop rolling programme of GP training in cancer diagnosis and referral.
- Ensure capacity for screening and cancer coordination.
- Work with KMBC Environmental Health to reduce sun bed use.
- Achieve Cancer Improving Outcomes Guidance.

- Develop peer-led programmes to increase the understanding of cancer among Knowsley residents

Develop and implement oral health promotion strategy

Improve sexual health services

- Develop more integrated services
- Improved facilities
- Implement screening programme

### **Improving life expectancy**

Outcomes in the Tobacco Control Strategy:

Outcomes in the Obesity Strategy (part list examples of outcomes to be measured)

- Improved cardiovascular , metabolic and endocrine functioning
- Decreased risk of heart disease, high blood pressure, colon cancer, non-insulin dependent diabetes
- Reduce risk of falling
- Raise whole population awareness of the benefits of exercise, and training for all practitioners
- Work with communities to develop local initiatives

Development of a Borough-wide Alcohol strategy. Outcomes to include briefly

- Reduction in mortality resulting from alcohol-fuelled violence
- Reduction in mortality from alcohol-related liver disease

Case management outcomes include

- Reduced average HbA1C in diabetes
- More patients with heart failure on appropriate medication
- More patients with coronary heart disease on appropriate medication (eg aspirin, beta-blockers, statins)
- Reduced readmissions for patients with chronic obstructive pulmonary disease

### **b) Trajectories for performance indicators**

Tables setting out year on year trajectories for each PI to be developed by end of June 2005.

## **3. Freedoms and flexibilities**

Most of the freedoms and flexibilities needed to deliver stretched targets and better outcomes are available because of the 3-star rating of the Council for Social Services, and the establishment of an overarching Section 31 Agreement between the Council and the Primary Care Trust.

### **Freedoms requested by 1 April 2005**

1. Removal of restrictions for both the Council and the PCT to delegate responsibility for specific

actions to their new Health and Well-being Partnership – refers to exceptions to LASS Act 1970 detailed in the SI 2000/617 Partnership Arrangements regulations. [for local agreement]

2. Allow funding allocated to the PCT through the National Treatment Agency for drug misuse to be used by the Knowsley Drug and Alcohol Team to invest in all substance misuse including Alcohol. (not agreed).
3. The PCT would like flexibility to transfer capital to revenue for one-off or non-recurrent investment, which does not generate an NHS asset within the definition of the NHS Capital Manual (not agreed).

#### **Freedoms and flexibilities for further discussion to be negotiated during the course of the pilot**

4. Reduce/relieve the burden of disaggregating financial reporting into PCT and Social Services.
5. Reduce/relieve the burden of statistical collection of care activity and financial data to the Department of Health, accepting instead auditable data on performance against national priorities and targets, provided directly. (Relates to RAP, HH1 and PSSEx1 returns)
6. In the unlikely event that Social Services loses its 3-star status, the financial flexibility afforded the Council in terms of AIDS support, Mental Health, CAMHS, Adoption Support, and Choice Protects grants be continued for 2006/7, to ensure that no barriers to achieving outcomes occur for financial reasons. (relates also to Children block for Adoption Support and Choice Protects)
7. Relaxation of the grant conditions applied to Access Systems and Capacity Grant (age); Integrated Children's System capital grant which must be spent in accordance with the conditions by all authorities, and the Information Management Grant and Mental Health Capital Support to be used as appropriate for revenue purposes relevant to the purpose of the grant within LAA priorities.

#### **Freedoms to be negotiated over the longer term of the pilot**

8. Harmonisation of terms and conditions for PCT and Council employees. Current restrictions in particular to access of the Local Authority pension fund for Health employees.

### **4. Funding streams**

#### **Cross Block – requested from 1 April 2005**

- Neighbourhood Renewal Fund

#### **Block specific – requested from 1 April 2005:**

- DAAT Pooled Treatment Budget see 3.2 £0.292m p.a. 2004/5
- National treatment agency funding for drug misuse see 3.2 (not agreed)

#### **Block specific - for further negotiation**

- PCT Mainstream Budget \*
- KMBC Mainstream Budget\*
- PCT Capital see 3.3
- PCT small grants

\*(including relevant budgets already 'pooled' using a Section 31 agreement)

Not for specific freedoms as it is likely to be within the authority of the Council and PCT to improve the use of mainstream budgets in terms of cooperation in setting budgets and engaging in long-term

planning , but negotiation with auditors may identify some restrictions

- Specific Grant : Mental Health see 3.6
- Specific Grant :CAMHS see 3.6
- Specific Grant :Access & Systems Capacity see 3.7
- Specific Grant :Information Management see 3.7
- Section 64 funding
- Supporting People

## **5. Local delivery context**

### **5.1. Scope of service areas included in the block**

The content of this block covers all aspects of the new partnership between the Council and the Primary Care Trust and more in that it widens and reinforces the successful partnership. The LAA will support more effective involvement with voluntary sector providers, other public agencies and crucially users and carers in the planning and delivery of services to meet the overall objectives. The drive will be to narrow the gap in terms of; the safety and independence of older people; the health inequalities of all members of the community, particularly minority groups including ethnic minority groups; engage better with communities to raise the profile of better health and healthy living, and aspirations for greater choice and control.

### **5.2. Strategy and delivery overview**

The key strategies taken into account in drafting this block include

- NHS plan objectives for access to services for emergency care; improving outcomes in cancer, coronary heart disease, patient experience, health inequalities, drug misuse, independence of older people and mental health.
- National service Frameworks for Older People, Mental Health and Long-term Limiting Illness, Valuing People
- National and local priorities of improving access (health and social care), managing long-term limiting illness (chronic disease) and the effects on Acute hospitals of unplanned admissions.
- Supporting People 5-year strategy
- Housing Strategy
- Choosing Health – making healthy choices easier

## **6. Approach to delivery**

### **6.1 Achieving efficiency/reducing bureaucracy**

- The ongoing fusion of the health and social care services in Knowsley is principally designed to ensure greater efficiency and to release more resources to the front line of delivery.
- During the course of the LAA opportunities will be taken to identify further measures that might be taken to create efficiencies and reduce bureaucracy.

### **6.2 Devolving decision making/increasing local accountability**

- Reinforcing shared priorities and objectives across the health agenda
- Making use of the opportunities in the Health and Well-being Partnership for streamlined and transparent decision-making with clear accountability
- Developing roles for services users and carers in planning future services
- Redesigning services around locality bases to reflect existing communities to improve access, communication and consultation

### **6.3 Joining up public services**

- Extension of current joint commissioning approach to create as single LAA commissioning body to drive the health and well-being agenda across the council and PCT.
- Extending it to include strategic planning links with other agencies.
- Greater pooling of resources through freedoms and flexibilities beyond those available through 3-star status and Section 31 pooled budgets.
- Integrated health and social care business planning will support the LAA objectives through strategic management, improved performance management and joint workforce development.

## **7. Responsibility of individual partners for delivery of outcomes**

### **7.1 Strategic direction and performance management**

- Principal LSP thematic is Health and Healthy Living with the role of the Health and Well-being Partnership Management Board of critical importance in delivering on outcomes and managing performance
- Shared priorities and targets are well established for Health and Social care and are now extended in the Section 31 agreement to cover all Council functions and departments. A single strategic business plan will be in place for the Partnership in April and will be consistent with the wider involvement in the LAA.
- The LAA will require closer work between partners to keep developments on track and remove barriers to the successful improvement in the health and well-being of older people and the development of healthier communities

### **7.2. Outline of individual service roles and responsibilities**

Key partners supporting the LAA are

- Health and Well-being Partnership representing all Council Departments in developing strategy and introducing greater integration to close the health and well-being gap
- PCT community services and commissioning roles to re-align resources to target improvements set out in the LAA
- Social Services provider and commissioning roles to re-align resources to target improvements set out in the LAA
- Voluntary Sector roles include – stronger engagement for example through the Community Empowerment Network, Older People's Voice, Carers Centre; and better coordinated service delivery through Age Concern and St.Mary's Centre
- New partnerships such as that with Merseyside Fire Service in improved protection for vulnerable people will be developed

## **8. Statement of how funding will be distributed to partners**

**To be completed by end of April 2005**

## **9. Negotiation team/contacts for this block**

Jan Coulter, Diana Forrest, Tony Foy

# KNOWSLEY LOCAL AREA AGREEMENT PILOT

## APPENDIX 3: SAFER AND STRONGER COMMUNITIES FUND BLOCK

**Block: SAFER & STRONGER COMMUNITIES FUND**

**1. Outcomes and performance indicators**

NB, a number of the outcomes and performance indicators in the SSCF block require a measure of resident's perceptions of services or issues. For the purposes of the LAA and to support the neighbourhood regeneration agenda, a perceptive survey methodology and regular, robust process is being devised. This will provide a baseline and a means of tracking these issues. Baselines will be agreed and targets set by end of August

<b>Outcomes</b>	<b>Performance indicators</b>
<p>SSCF1 To reduce crime, the harm caused by illegal drugs, and to reassure the public, reducing the fear of crime and anti-social behaviour.</p>	<p><b>Reducing BCS Comparator Crime</b> SSCF1 (i) Reduce BCS comparator crime between 2003/4 and 2007/8 by 21.2% from 11,748 to 9,253 (mandatory) This will be the key indicator reported, but progress against a number of supplementary indicators will be measured through the Crime and Disorder Reduction Strategy:</p> <p><b>Acquisitive Crime:</b> SSCF1 (ii) 30% reduction in domestic burglary from 16.8 per 1000 population (2003/4 baseline) to 11.7 per 100 pop. (2007/8 target) SSCF1 (iii) 31% reduction in non-domestic burglary from 7.99 per 100 pop. (2003/4 baseline) to 5.5 per 1000 pop. (2007/8 target) SSCF1 (iv) 28% reduction in theft from motor vehicles from 11.9 per 1000 pop. (2003/4 baseline) to 8.5 per 1000 pop. (2007/8target) SSCF1 (v) 16% reduction in robberies from 0.9 per 1000 pop. (2003/4 baseline) to 0.8 per 1000 pop. (2007/8 target)</p> <p><b>Violent Crime:</b> SSCF1 (v) 10 % reduction in serious woundings from 9.9 per 1000 pop. (2003/4 baseline) to 8.9 per 1000 pop. (2007/8 target) SSCF1 (vi) 5% reduction in common assault – from 3.0 per 1000 pop. (2003/4 baseline) to 2.8 per 1000 pop. (2007/8 target)</p> <p><b>Reducing fear of crime</b> SSCF1 (viii) reduce the % of survey respondents stating that their local area is 'fairly' or 'very' unsafe. (2003/04 baseline 23.6%, target to be set by end of September 05).</p> <p><b>Reducing fear of Anti Social Behaviour</b> SSCF1 (ix) To reduce people's perception of ASB from x (baseline) to y (target) by 2007/8 – to be determined in September 05 (mandatory)* SSCF1 (x) x% reduction in disorder – (2003/04 baseline 14,240). Target to be set by end of August 2005. SSCF1 (xi) x% reduction in youth disturbance – (2003/04 baseline 2,772) to be determined by end of August 05. SSCF1 (xii) x% reduction in arson – (2003/04 baseline 1,187 per 1000 population) target to be determined by end of August 05. SSCF1 (xiii) x% reduction in hoax calls – baseline and target to be established by end of August 2005 (mandatory)</p> <p><b>Reducing the harm caused by illegal drugs</b> SSCF1 (xvi) To reduce the perception of local drug use or drug dealing from x (baseline) to y (target) – baseline to be agreed by end of August 2005 (mandatory)</p>

	<p>SSCF1(xvii) increase the number of young people entering Tier 3-4 services from 86 in 03/04 to 150 in 2007/08 for substance misuse</p> <p>SSCF1(xviii) 36% increase in the number of adults entering treatment for drug misuse from 695 in 03/04 to 950 in 07/08</p> <p>NB, Domestic violence: For the period 1<sup>st</sup> April 2003 to 31<sup>st</sup> March 2004 there were 2413 incidents of Domestic Abuse reported to the police in Knowsley. This represented a 17.5% increase since 2001/02. An increase such as this can be considered to be positive in so far as survivors of domestic abuse are more willing to report these incidents than they were in the past. Knowsley Domestic Violence Support Services in partnership with pan-Merseyside organisations have targeted a substantial amount of their resources at encouraging survivors to report incidents. Knowsley CDRP feel it to be counterproductive to impose targets to reduce incidents of Domestic Abuse. We will seek to establish a helpful measure of domestic violence recording that reflects these issues by the end of August 2005</p>
<p>SSCF2: To have cleaner, safer and greener public spaces (Mandatory)</p>	<p>SSCF2 (i) Increase of % of residents reporting satisfaction with the local environment and open spaces (2003/04 baseline 63%. Target for 05/06 to be agreed by end of June 05)</p> <p>SSCF2 (ii) Increase of % of people satisfied with cleanliness standards (2003/04 baseline 57.4%. Target for 2005/06 to be agreed by end of June 0) (BV89 local BVPI)*</p> <p>SSCF2(iii) Increase of customers satisfied with grounds maintenance service from (2003/04 baseline 62.9%. (Target for 2005/06 to be agreed by end of June 05).</p> <p>SSCF2(iv) Average time taken to remove fly tipped refuse from council owned land target no more than 3 days average (2004/5 baseline 2.5 days), private land target no more than 10 days average (2004/5 baseline 7.5 days).</p> <p>SSCF2 (v) Percentage of sites surveyed that fall below a grade B for cleanliness (litter and detritus as LEQS) to decrease from 23% (2003/4 baseline) to 18% (2006/7 target).</p> <p>SSCF2 (vi) % of abandoned vehicles which are removed within 24 hours from point at which the LA become aware of it being abandoned to increase from 15% (2004/5 baseline) to 80% (2006/7 target)</p> <p>SSCF2 (vii) Number of parks with green flag award to increase from 7 (2004/5 baseline) to 8 (2007/8 target).</p>
<p>SSCF3: Neighbourhood management – to improve the quality of life for people in the most disadvantaged neighbourhoods and ensure service providers are more responsive to neighbourhood needs and improve their delivery (mandatory)</p>	<p>SSCF3 (i) Increase of % of residents satisfied with overall delivery of public services to them/their neighbourhood from x (baseline) to y (target) (mandatory)* Baseline and targets to be agreed by end of August 2005.</p> <p>SSCF3 (ii) Increase of satisfaction of residents in the neighbourhoods within the top 10 most deprived nationally (52% of Knowsley SOAs) with the delivery of public services to them their neighbourhood from x (baseline) to y (target)* Baseline and targets to be agreed by end of August 2005.</p>

<p>SSCF4: Increase the capacity of local communities so that people are empowered to participate in local decision making and are able to influence service delivery (mandatory)</p> <p>* resident perception/satisfaction measured to baselined and targets to be agreed by the end of August 2005</p>	<p>SSCF4 (i) The % of people surveyed who are (i) involved in decision making and (ii) feel they can influence decisions in their area from x (baseline) to y (target)*</p> <p>SSCF4 (ii) The % of people who have worked in a voluntary capacity over the past 12 months.*</p> <p>NB. we will develop further the performance management framework in conjunction with Knowsley's Community Empowerment Network, drawing upon NRU's Toolkit of Indicators. To include quarterly reporting against LSP priorities, with effect from 2006/7.</p> <p>This work will include a focus on the needs of people from groups facing particular disadvantage, such as disabled people and people from BME communities.</p>
<p>SSCF5: Good quality housing in mixed communities</p>	<p>SSCF5 (i) x% of Social housing in decent condition by 2007/8 with most of this improvement taking place in deprived areas. Baseline and targets to be agreed by end of April 2005.</p> <p>SSCF5 (ii) (BV 64) Increase from x (baseline) to y (2007/8 target) the percentage of private sector dwellings vacant for 6 months or more returned to occupation or demolished</p> <p>SSCF5 (iii) To increase the proportion, of private housing in decent condition occupied by vulnerable groups. Baseline and targets to be agreed by end of April 2005.</p> <p>NB. PIs and targets will be developed for the mixed communities element as a result of the housing strategy process by end of April 2005</p>
<p>SSCF6: To increase employment and entrepreneurship</p>	<p><b>Increasing employment:</b></p> <p>SSCF6 (i) To increase the employment rate from 63.7% (2003/04 baseline) to x% 2007/8. Target to be agreed by end of June 2005.</p> <p><b>Increasing entrepreneurship</b></p> <p>SSCF6 (ii) Number of business start ups. Baseline, targets and measures to be agreed by end of August 2005.</p> <p>SSCF6 (iii) To increase employment rates in most deprived super output areas and among the most deprived groups. Baseline and targets to be set by end of August 2005.</p>
<p>SSCF7: To improve accessibility to work, learning and amenities</p> <p>NB, further work to be undertaken on this outcome when the Local Transport Plan targets and PIs are agreed in July 2005.</p>	<p>SSCF7 (i) % of a) pupils of compulsory school age; b) pupils of compulsory school age in receipt of free school meals within 15 and 30 minutes of a primary school and 20 and 40 minutes of a secondary school</p> <p>SSCF7 (ii) % of 16-19 year olds within 30 and 60 minutes of a further education establishment by public transport</p> <p>SSCF7 (iii) % of a) people of working age b) people in receipt of Job Seekers Allowance within 20 and 40 minutes of work by public transport</p> <p>SSCF7 (iv) % of a) households b) households without access to a car within 30 and 60 minutes of hospital by public transport</p> <p>SSCF7 (v) % of a) households b) households without access to a car within 15 and 30 minutes of a GP by public transport</p>

	SSCF7 (vi) % of a) households b) households without access to a car within 15 and 30 minutes of a major centre by public transport
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## 2. Measures and milestones

### a) Development/activity milestones

- Development of robust and regular survey of residents perceptions of performance against the key performance indicators within the block and establishment of initial baseline by end of August 2005
- Development of neighbourhood level problem solving groups covering whole Borough by end of August 2005.
- To develop criteria, governance and performance framework for a combined community grant fund, with effect from 2006/7, by September 2005
- To enhance performance management arrangements for Community Empowerment Network, including quarterly reporting against LSP priorities, with effect from 2006/7.
- To agree with key partners arrangements for local delivery planning and funding arrangements for CEN by end of June 2005.
- Development of baseline and tracking system for employment rates of disadvantaged groups and most deprived areas (work commissioned from Centre for Economic and Social Inclusion) by August 2005
- Development of measures and targets for business start up following Objective 1 bidding round process by end of August 2005
- Development of targets and PI's for mixed communities/housing tenures by area by end of April 2005
- Development of targets and PIs for transport accessibility indicators by July 2005.

### b) Trajectories for Performance indicators

To be developed by the end of September 05

## 3. Freedoms and flexibilities

### Freedoms requested by 1 April 2005

- Flexibility to use the DAAT adult pooled treatment budget to support the development of services around alcohol and drugs misuse for both adults and young people. [in discussion]
- Building Stronger Communities Grant and BCU fund guaranteed for period of LAA (3 years); [in discussion]
- Where no data currently available, targets to be set following establishment of baseline in Year 1 [agreed]
- Removal of split between capital and revenue elements of BSC and BCU funds (not agreed)
- Utilise DAAT Partnership Support Grant with BSCF/BCU to support targets [agreed]
- Carry over of any under spend in 2004/05 from Community Chest and Community Learning Chest into Single Community Programme 2005/06. (not agreed)
- Replace criteria relating to Single Community Programme quarterly spend requirements and loss of grant with quarterly Partnership monitoring against LSP priorities. [in discussion]
- Use of the LAA process in place of the Community Empowerment Network [statutory] delivery plan (to be adopted during the pilot year when robust alternatives in place). [in discussion].

### Freedoms and flexibilities for further discussion during the course of the pilot

- Flexibility around the UDP windfall policy for sale of land – more strategic use of capital resources. Agreement from Regional Housing Board needed, could also request a more inclusive approach be taken by the RHB.
- Relax the rule regarding no Social Housing grant being allocated to RSLs wishing to redevelop their stock to enable properly evaluated schemes to progress.
- Relax the restrictions on the use of social housing stock as security for non-social housing

schemes such as market renting for properly evaluated and risk assessed schemes.

- Relax the Housing Corporation rules and limitations on the % of non - social housing activities undertaken by RSLs.
- Combine Single Community Programme (excluding core costs) with other sources of community and voluntary sector grant aid to form a wider community grant aid fund.
- 'Relax' the rules or perceived barriers to sharing data between partners, including Job Centre Plus, Department of Work and Pensions, Learning & Skills Council and Knowsley.
- Health providers to provide better information on incapacity benefit.
- Create a unified process that pulls together ESF and ERDF reporting requirements for the Merseyside Business Start Up strategy (approx £625k p.a. for Knowsley 2005/6 to 2008/9)
- Commit to funding "Action Teams" past 2006
- Allow local agencies to develop Service Level Agreements (e.g. JETS, Action Teams, the Council and JCP) to allow unemployed people who are not claiming any JCP benefit to access JCP commissioned programmes (for example ILM's supported by Ambition Construction, New Deal subsidy etc)
- Reduce 'red tape' by giving more local autonomy to JCP Districts to spend Flexible Discretionary Fund, i.e. relax the £10k procurement rule, and allow District Managers to spend within programme budget allocations (*local managers are not allowed to spend anything above £10k without tendering for services. This process typically takes 6 months, or in one case 9, as proposals had to be vetted by DWP London*)
- Bring forward the implementation date for Pathways to Work in Knowsley from October 2006 to April 2006 to provide continuity of provision once WIN ends in March 2006.
- Introduce alternative measurement methods for business start up and employment rates that better reflect progress made.
- Bring forward the implementation date for the introduction of the DWP GIS data system to first wave of roll out.

#### **Freedoms to be negotiated over the longer term of the pilot**

- Relax JCP rules that prevent people from participating in employment or employment / training programmes, i.e. the 16 hour rule and earnings rule
- Introduce a tax benefits system which would allow claimants to withdraw gradually from benefits at the same time as starting a small business or becoming self-employed. This would require the approval and assistance of both The Treasury and DWP.

#### **4. Funding streams**

## **Cross Block – requested from 1 April 2005**

Neighbourhood Renewal Fund

### **Block specific – requested from 1 April 2005**

[Budgets for 2005-06 to be agreed by 31 March 05]

- Building Safer Communities Grant £0.262 p.a. 2004/5
- DAT Dev fund (Partnership Support Grant) £0.067m p.a. 2004/5
- BCU Fund (subject to local negotiation) £0.148m p.a. 2004/5
- Single Community Programme (further local negotiation required with CEN & partners) (amount to be determined)
- Jobcentre plus discretionary funding
- Drugs intervention programme £60.262 p.a. 2004/5

### **Block specific – for further negotiation:**

- YOT ISSP
- YOT General
- Primary Care Trust Small Grants (locally managed issue - further local negotiation required)
- Knowsley Council Community Chest
- NB, Possibly later requests for inclusion of community development funding offered to public service organisations to pool resources. As part of this attempt to rationalise, opportunity will be sought to secure match funding from Sport England, Big Lottery, Arts Council to support community development.

## **5. Local delivery context**

### **5.1 Scope of service areas included in the block**

The scope of services and outcomes in this block includes:-

- A response covering the outcomes and implied service areas within the SSCF implementation guidance (crime and disorder, environment, neighbourhood management, community engagement)
- A voluntary response covering the areas of employment and the local economy and housing

The rationale for this is that whilst housing and employment were not specifically included in the guidance for SSCF, we believe that these thematic areas are directly connected to the others in the block in terms of responding to local problems.

They are also two key aspects of the tasks of tackling deprivation in Knowsley's neighbourhoods – our major strategic priority and focus for the whole LAA.

### **5.2 Strategy and delivery overview**

There are a number of key strategic issues/developments that we have taken into account in preparing this submission:-

- A process of strengthening policy and delivery mechanisms for neighbourhood regeneration and narrowing the gap between the Knowsley and other areas and between the most deprived areas in Knowsley and others. This includes the development of plans for more effective neighbourhood working across services and particular in services dealing with the safer, cleaner and greener issues;
- A review of the Crime and Disorder Reduction Partnership, revised Crime and Disorder Audit and revised Crime and Disorder Reduction Strategy. The key activities determined in the strategy will be linked in to partners' business plans and will be the vehicle by which

- the crime and disorder aspects of this agreement will be delivered;
- A revised housing strategy and local neighbourhood renewal strategy that will drive the creation of a more sustainable balance of housing supply across Knowsley's neighbourhoods;
  - An increasingly localised worklessness agenda and the need to focus on people on inactive benefits, the need to connect the employment and adult skills agendas at a strategic level and the need to develop the economy and employment agenda in line with children and young peoples' / health and older peoples' agendas;
  - As part of the above, the intention to develop a joint agency targeting and commissioning process to ensure that the most severe pockets of worklessness and disadvantage and groups are tackled as a critical element of the neighbourhood regeneration agenda.
  - An increasingly strategic view of the role of community engagement in terms of its ability to support public service improvement and to develop social capital at neighbourhood level
  - A key development in this block will be the establishment of a regular survey of resident's perceptions, designed to baseline and track the key indicators at neighbourhood level. It is anticipated that this baseline will be developed from the 'Knowsley Voice' which is a quarterly survey of a representative sample of residents views, but not on consistent set of questions to track delivery on the same set of issues suggested in this block over time. Alongside this other intelligence sources will be used, for example the results of the recent crime and disorder reduction audit.

## **6. Approach to delivery**

### **6.1 Achieving efficiency/reducing bureaucracy**

#### **Key developments to address this are:-**

- The development of local problem solving groups, bringing together numerous existing processes currently supporting neighbourhood management activity;
- The development of a strategy unit dealing with crime and disorder, drawing together a number of functions to deliver a more efficient response – including joining up intelligence functions
- The fusion of local funding streams for voluntary and community activity and associated processes for decision making etc.
- Development of joint targeting and commissioning arrangements for worklessness and work related training

### **6.2 Devolving decision making/increasing local accountability**

#### **Key developments to address this are:-**

- The development of local problem solving groups will devolve decision making currently held at borough wide level, and build local accountability;
- Reports to area forums on activity and outcomes will build local accountability (as proposed in devolved decision making review);
- A review of Area Forums will seek to strengthen local accountability and engagement mechanisms – linked to service delivery;
- Regular reporting of outcomes to residents through a variety of media (again as proposed in devolved decision making review and performance management advice note 2)
- A more strategic approach to community engagement targeted at the LAA outcomes will build accountability and strengthen involvement in decision making;
- Methods will be explored to build inter-service accountability

### **6.3. Joining up public services**

#### **Key developments to address this are:-**

- Again, the problem solving groups and developments in crime and disorder reduction strategy seek to bring together public services around 'liveability' related problems.
- The broader development of strategy and delivery mechanisms for neighbourhood

management and neighbourhood regeneration will further develop a culture and practice of joint working

- The development of joint commissioning in employment related services will strengthen relationships between agencies in this field

## **7. Responsibility of individual partners for delivery of outcomes**

### **7.1. Strategic direction**

- The three LSP Thematic Partnerships most concerned with outcomes in this block are the Crime and Disorder Reduction Partnership, the Strategic Housing and Environment Partnership and the Economic Forum. These will oversee the delivery of the block and, through their business planning processes will work to develop shared priorities reflecting the inter relationship between the issues set out in this submission.
- The Community Empowerment Network is the other significant strategic partner for delivery in this block. It will work with partners over the course of the pilot to support them in ensuring effective community engagement in the development of strategy and the delivery of services/outcomes.

### **7.2 Individual service roles and responsibilities**

Full list of partners and individual responsibilities in strategy and delivery to be completed by the end of April 05.

- KMBC (list Depts most concerned with block ..DLCS, DEOS, DRD)
- Police
- KHT
- JCP
- Connexions
- KCVS
- Community Empowerment Network
- Chamber....others

## **8. Statement of how funding will be distributed to partners**

To be completed by the end of April 2005

## **9. Negotiation team/contacts for this block**

Chris Marsh  
Ron Odunaiya  
Paula Sumner  
Tracy Fishwick  
Gay Caul

**THE KNOWSLEY PARTNERSHIP**

**Vision and Values: Outcomes of Knowsley Partnership Executive Away Day –  
August 2004**

**Vision** – Knowsley: A healthy place where people are proud to live, work, learn and prosper.

**Objectives**

To collectively identify needs

To collectively identify key priorities

To jointly harness resources

To eradicate deprivation and reduce the gap with less deprived areas.

To optimise mainstream resources

**Key Cross Cutting Priorities**

Social responsibility – promoting personal wellbeing and positive lifestyles

Education – Children and Young Peoples' Present and Futures

Employment – overcoming worklessness to increase employment

To build strong communities

**Community Safety**

Reduction in persistent offending to relate to all age groups

Reducing anti social behaviour amongst young people

Reducing Vehicle Crime

Reducing drug and alcohol misuse

## **Housing and Environment**

Good quality housing

Good quality Environment

Well maintained environment

Promote accessibility by improving transport links

## **Learning**

Improving participation rates for young people 16+

Improving progression into higher education

Raising achievement

## **Health and Healthy Living**

Developing actions to reduce deaths, injuries and illness caused by alcohol

Improving men's health, including healthy eating & active lifestyles

Launching a tobacco control strategy

## **Economy and Employment**

Increase Employment by:

- Developing better links between business and education
- Better understanding of labour markets
- Improving residents skills

To provide quality support to businesses and a good physical environment

Improve the rate of business start - ups and encourage entrepreneurship

## **Children and Young People**

Learning

Healthy

Safe