

Greenwich Local Area Agreement

Introduction

A local area agreement (LAA) is a three year agreement, based on local community strategies, that sets out the priorities for a local area agreed between central Government and the local area as represented by the lead local authority and other key partners through the Local Strategic Partnership.

LAAs are intended to provide the basis for a new relationship between central and local Government and to support the achievement of better outcomes for local people by:

- Strengthening local partnership working
- Reducing bureaucracy and increasing efficiency
- Offering a framework within which local authorities can enhance their *community leadership* role

The agreement comprises a framework of shared local outcome priorities, with indicators and targets associated with these. It also offers greater freedom of action for local delivery partners, for example by allowing certain government funding streams to be "pooled" within one of four service blocks and used more flexibly to support the achievement of outcome targets within that block.

Greenwich was one of twenty areas to sign a pilot LAA in March 2005. Key local partners to the Greenwich agreement were Greenwich Police, Greenwich teaching Primary Care Trust, London East Learning and Skills Council, London SE District Jobcentre Plus and the London Development Agency. The detail of the agreement is subject to an annual "refresh" process, and the outcomes and targets set out in Part Three of our agreement below are as amended following the first refresh in April / May 2006.

Our Vision for the Local Area Agreement

Our long-term vision is for an agreement that will provide us with a comprehensive framework of shared local priorities, targets and monitoring arrangements, in relation to which spending decisions across all sectors can be aligned and through which local accountability for the quality of public services will be strengthened. Ultimately, the Local Area Agreement will become a key element of the borough's strategic action plan for delivering the Greenwich Strategy and responding to local people's needs and priorities.

We believe that perhaps the greatest potential inherent within Local Area Agreements relates to the scope for building joint capacity to address issues of early intervention and prevention. Our agreement seeks to build on the contribution that all public services agencies can make towards key quality of life objectives. In the short term, this will be achieved by aligning additional funding streams and targets associated with these. The challenge in the longer term will be to bring together all agencies involved in the provision of public services within an area to achieve a

fundamental shift in the emphasis of mainstream funding, away from narrowly defined service priorities towards a focus on the seamless delivery of quality of life outcomes.

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Part One – The Context for a Greenwich LAA

1. Over the last ten years Greenwich has undergone a period of rapid transformation and improvement in its economic prospects. Significant inward investment has helped to create thousands of new jobs and enabled large areas of previously disused land to be developed for housing, employment and leisure use. Improvements in the transport infrastructure have helped to open up the borough and increase opportunities for local people.
2. Regeneration remains at the heart of the Council's vision for the Borough. Our overriding strategic aims are:
 - To continue to secure the development of the Borough; quality development that brings real improvements to transport, the environment, new dwellings and employment.
 - To ensure Greenwich residents are able to benefit from the opportunities generated by regeneration, both here and elsewhere.
3. Despite the progress that has been made, Greenwich at the start of 2005 remains a borough of contrasts, with pockets of extreme deprivation that have yet to be eradicated. Reducing inequalities between neighbourhoods, in health, wealth and opportunity is a key, overarching priority for the Greenwich Partnership (the local strategic partnership) and a theme that runs through our Local Area Agreement.
4. The multi-agency Social Inclusion and Justice Strategy, which sets out the borough-wide approach to tackling poverty, disadvantage and discrimination, identifies some of the key challenges for Greenwich as: -
 - Tackling child poverty and the impact of poverty on the life chances of children and young people
 - Reducing health inequalities between neighbourhoods
 - Supporting older people living alone to remain independent
5. With our local strategic partners, we have developed a strong vision for the future of Greenwich as the place to live, work, learn and visit. This vision, and the outcome objectives aligned to it, is set out in the Greenwich Strategy (the community strategy). The strategy, which was launched in 2001, includes targets and commitments for 2005 and 2010. The key longer-term aims are:-
 - Reduced discrimination and improved opportunity
 - Greenwich making a major contribution to London's economy, including as a world tourist destination
 - Greenwich residents having the right skills and abilities to get jobs in the developing trades, professions and industries
 - Improved educational achievement
 - Good quality housing available to all local people

- A clean and well cared for local environment
 - Reduction in inequality between neighbourhoods
 - Improved public transport links within the borough
 - Reduction in crime and a strengthening of communities
 - Protection for the vulnerable and disadvantaged
 - High quality and accessible health and social care services for all residents
6. The vision and aims outlined in the Greenwich Strategy were informed by wide consultation with local people. Extensive consultation was also carried out in respect of the development of the Borough's Neighbourhood Renewal Strategy and in the construction of specific projects related to this. A key message to emerge from this consultation is the importance to local people of good quality, accessible and affordable services for children, young people and families in supporting safer, stronger, healthier and sustainable communities. Residents' priorities include such things as childcare, after-school provision, support with parenting and safe opportunities for play.
7. The Council concluded negotiations with Government on a second generation Local Public Service Agreement (LPSA) in April 2006. The LPSA sets out eleven priority areas for the borough, in relation to which the Council undertakes to work with its partners to achieve improved outcomes over and above targets previously set. The Government will pay us a Performance Reward Grant for all "stretch" targets achieved. The priorities for improvement being addressed through the LPSA are: -

Sustainable communities:

- Targeted improvements in the quality of the borough's housing stock – bringing forward the achievement of "Decent Homes" standards in disadvantaged areas
- Increasing employment amongst targeted groups, in particular lone parents and people on Incapacity Benefit

Safer and stronger communities:

- Reducing violent crime and robbery
- Cleaner streets
- Building community cohesion

Healthier communities:

- Support for vulnerable older people to help them live independently at home and improve their quality of life
- Reducing smoking prevalence in the Borough
- Improving the health and well-being of children through the Healthy Schools programme

Children and young people:

- Improving early education attainment (at Foundation Stage and Key Stage One)
- Increasing participation in post 16 education and training

8. These LPSA priorities will also be at the heart of our first LAA and provide an important focus for partnership activity over the period of the agreement, ending in 2008.
9. We see the LAA fundamentally as an opportunity to improve the way we work with partners to achieve the aims identified in the Greenwich Strategy and other key strategic documents as outlined above. This is about joint commitments to shared outcome priorities and targets and to multi-agency action to help deliver these, including commitments to align or pool resources.
10. We have already made progress through multi-agency partnerships in aligning funding streams in support of identified priorities. Our approach to the LAA has been to look for opportunities to add value, by extending or broadening partnership engagement, exploiting additional freedoms and flexibilities, and securing a stronger partnership focus on key local priorities.
11. This approach has led us to identify five cross-cutting “themes” for the LAA, all of which are priority areas for action linked to the Greenwich Strategy:
 - Public health strategies / reducing health inequalities
 - Education and skills development
 - Childcare
 - Support for the vulnerable and disadvantaged
 - Crime and liveability
12. These themes are “cross-cutting” in the sense that they support and connect outcomes across all three LAA service blocks. The five themes, which provide the “policy framework” for our agreement, are outlined in Part two of the agreement below. Part three of the agreement clarifies how each of the themes is being addressed through the four LAA blocks, including the funding streams being pooled or aligned within the blocks in support of the themes and how they will contribute to high level national outcome priorities.

Part Two – Greenwich LAA Themes

1 Public health strategies / reducing health inequalities:

1.1 The proposal is to align Council, SRB, Neighbourhood Renewal and elements of PCT funding around a joined-up approach to improving public health through changing people's behaviour. The alignment of resources through the LAA will enable us to improve coordination of services to support healthy lifestyles for target groups – people living in disadvantaged areas, men in manual groups, pregnant women, children and young people, and black and minority ethnic communities.

1.2 In the longer-term, our ambition would be to improve the alignment of mainstream resources - including those supporting economic development, physical regeneration and infrastructure improvement, liveability, housing and leisure provision – in support of a broad public health strategy. Discussions with partners will be broadened out as soon as possible to include the areas of leisure and sports provision, liveability, economic development and physical regeneration. The aim will be to start to articulate a longer-term ambition for the development of a comprehensive borough public health strategy.

1.3 Exercise provision will be a key element of our strategy; this will involve looking for opportunities to improve the provision of sports and leisure facilities in the borough, develop programmes of physical activity for target groups (including children and older people) and the better promotion of sport and exercise through schools.

1.4 Areas of Focus for the health theme are:

Tobacco Control

1.5 The PCT has an established Stop Smoking Service. Through the LAA, there will be an additional focus on men in manual groups, and targeting pregnant women living in Sure Start and Neighbourhood Renewal areas. New approaches to increase uptake of stop smoking support by disadvantaged communities will be developed (e.g. through the setting-up of local drop-in sessions in community settings, town centres and workplaces). There will be a refocusing of work around smoking to include a wider approach to tobacco control to promote environments which encourage people to stop smoking, and reduce access to tobacco.

1.6 Physical Activity

The partnership will build on existing initiatives aimed at increasing levels of physical activity, with a focus on the school setting and on targeted work in neighbourhood renewal areas and with people with existing chronic conditions. Current initiatives include the physical activity referral scheme

for people with existing health conditions, run from leisure centres across the borough, and the Active for Health programme, which provides affordable opportunities for physical activity targeting deprived communities. The partners will look to develop a stronger focus on environments conducive to active transport (cycling and walking) and to outdoor leisure activity and safe play.

1.7 Nutrition

Activities will focus on the school as a key setting for improving childhood nutrition, wider community food initiatives to increase access to affordable healthy food, and increasing the uptake of breastfeeding, with a particular focus on disadvantaged communities.

- 1.8 The LAA will help to strengthen co-ordination across statutory, community and voluntary sector partners, and increase the impact of nutrition-related interventions. We intend to build on the initiatives led by the Healthy Greenwich Network, cross-sector UNICEF baby-friendly programme to support breastfeeding, and the Healthy School Scheme.

Alcohol Harm Reduction

- 1.9 This work will link with the Safer & Stronger Communities block, where there are joint initiatives aimed at reducing alcohol harm reduction by targeting Town Centre activity. It is expected that these activities will have a direct impact on ambulance call-outs and attendances at the Emergency Department. Currently there is no baseline against which to measure this impact but with the introduction of new systems within the hospital in the latter part of 2005 it will be possible to create a database against which progress can be measured.

Improved Sexual Health (of young people in particular)

- 1.10 The Government's Sexual Health and HIV Strategy (DH, 2001) sets out a 10 year programme of investment and reform to improve the sexual health of the population. The UK has the highest rates of teenage pregnancy in Western Europe and rates of STIs (sexually transmitted infections) continue to increase year on year.
- 1.11 The local GUM (Genitourinary Medicine) clinic at the Queen Elizabeth Hospital, the Trafalgar Clinic, has seen an 80% rise in the diagnoses of STIs between 1995 and 2003 (including a rise of 290% in the diagnosis of Chlamydia).
- 1.12 The teenage pregnancy rate in Greenwich is significantly higher than the national average, and has not reduced in recent years. Recent analysis of data concerning teenage conceptions in the borough will enable us to strengthen

the targeted approach to ensure we are reaching those young women most at risk of early pregnancy.

- 1.13 Key priorities for action through the LAA will be:
- a. The development of a local multi-agency Sexual Health & HIV Strategy, focusing on prevention, early identification and effective treatment and care services, and based on a range of recent research and needs assessment.
 - b. Increased effort in the implementation of the local teenage pregnancy strategy, with a stronger focus on sex and relationships education for young people in a range of settings; continuing to improve access to and quality of sexual health and contraceptive services for young people.
 - c. The implementation of a new Chlamydia screening programme for sexually active 16-24 year olds from April 2006. Screening will be available in a wide range of settings. Young people will be encouraged to attend screening via a range of media and campaign activities.
 - d. The implementation of an on-going awareness raising campaign involving the support of key partners to the LAA, to increase public understanding of the risks associated with STIs, prevention approaches and services available to provide free contraception, condoms, testing and treatment.

Improved Mental Health

- 1.14 Factors such as isolation, discrimination, excessive stress, overcrowding, low self-esteem, fear and bullying compromise our mental health and well-being, affecting our ability to be effective at school, in the workplace and at home; and are damaging to our relationships. These factors can also directly affect our behaviour, as we develop coping strategies that impact on our physical health, such as drinking excessively, substance misuse or deliberate self-harm.
- 1.15 Mental health promotion in the workplace has a wide range of health and social benefits and also improves productivity. How people think and feel about their home and place of work has a significant impact on absenteeism, productivity, and lifestyle factors for example smoking, drug and alcohol abuse, healthy eating and physical activity.
- 1.16 Research¹ shows that promoting good mental health in schools can lead to better educational attainment and reduce antisocial behaviour.

¹ [Healthy minds: promoting emotional health and well-being in schools, OfSTED, 2005](#)

- 1.17 Evidence also tells us that access to exercise, sport and the arts improves recovery in people with Mental illness.
- 1.18 Greenwich has a Mental Health Promotion Strategy (Promoting Mental Well-Being in Greenwich: A Strategic Approach, 2004) which is currently being implemented. A focus on Mental Health Promotion within the LAA will add value to the work already underway by enabling us to:
- Review how the other blocks of the LAA can impact on mental health and well-being and influence a mental health promoting approach
 - Identify key priorities for additional partnership impetus through the LAA process

Older People

- 1.19 The key aim is to develop a person centred and pro-active approach, with care needs rooted in primary care settings and underpinned by improved communication and partnerships across the whole health and social care spectrum. During 2005, the Council carried out a Best Value Review of Promoting Independence for Older People. Key issues identified by the review included accessibility and co-ordination of services, social activities, transport and personal safety.
- 1.20 Neighbourhood Renewal has also been actively engaged in joint initiatives with health and has provided £200K towards a series of projects under a "Living Longer: Living Well" banner.
- 1.21 The Local Area Agreement provides a framework to bring all of these activities together. There will be an early focus on existing joint working, in particular in further developing the falls service to prevent hospital admissions and admissions to care homes. High priority will be given to improving performance in respect of older people helped to live at home, where there will be investment to reduce waiting times for Occupational Therapy assessments.
- 1.22 Discussions are in progress to adopt a case management approach to identify vulnerable adults and develop multi-agency interventions to promote independence, reduce the numbers of hospital admissions and enable more older people to remain at home. This model will embrace social prescribing, enabling vulnerable adults to be sign-posted to appropriate support within either the statutory or voluntary/community sectors. For example, older people on low incomes may be sign-posted for benefit advice, or older people at risk of ill health due to lack of exercise or poor nutrition may be sign-posted to relevant agencies to encourage exercise and improved diet.

1.23 Outcomes related to the public health theme are: -

Children and Young People:

- A reduction in absence from school due to ill-health

Safer and Stronger Communities:

- Increase in number of adult offenders who successfully complete treatment for drug problems

Healthier Communities and older people:

- A reduction in adult smoking rates
- An increase in breastfeeding initiation rates
- Halting the rise in obesity among children under 11
- Increasing the proportion of older people supported to live in their own home
- A reduction in teenage conception rates

1.24 In addition to these explicit health outcomes, improving people's health will clearly have benefits in relation to other key outcome indicators, such as educational attainment, employment and crime linked to substance abuse.

2. Education and skills development:

2.1 Improving education and skills attainment outcomes for Greenwich residents remains a key priority for the Council and its partners. The focus for partnership work under the Local Area Agreement is on the four areas for action outlined below.

Early Education:

2.2 Our approach here will focus on improving the speaking and listening skills of children between the ages of 4 and 7. We would expect to develop an approach that linked with NR strategy priorities, exploiting opportunities to improve service integration – including participation from private, voluntary and independent nurseries, primary schools, staff from GtPCT, social services, education and libraries, and voluntary and community organisations who work with parents. We would also be looking to build on work in Sure Start local programmes and children's centres with children 0-3 years and parents focussing on communication skills and *Bookstart*.

2.3 In addition, we will seek to make links with the National Literacy Trust's – *Talking to Your Baby* initiative. Some of this work will be directly linked to the piloting of integrated teams for services for children under fives bringing together different skill mixes within a health locality area.

14-19 Year Olds:

- 2.4 We want to plan and implement vocational learning pathways across five of the 10 LSCLE and Thames Gateway priority sectors. This will involve working with schools, colleges, universities, training providers, the LSCLE, sector skills councils and employers. We will also be looking to improve the quality of advice and guidance to young people through a Connexions survey of career aspirations and subsequent training needs and a brokerage partnership (Connexions, Greenwich Labour and Business and the Education Business Partnership) to guide young people into employment linked with training so that they can complete level 2 and 3 qualifications whilst at work. This will also be about improving the quality of data shared between agencies. In addition, we propose to develop incentives and support for businesses to offer young people work based training and increase the provision of appropriate accredited training provision in (or easily accessible from) the borough.

Basic Skills for Adults:

- 2.5 A focus on basic skills development, bringing together funding from the LSC, Job centre plus, the London Development Agency and Greenwich Local Labour and Business. We would also be looking to utilise flexibilities relating to benefit entitlement and training / paid work experience, plus some element of freedom for Jobcentre plus to focus on local outcome priorities rather than national targets.

Level 3 Qualifications:

- 2.6 A focus on NVQ3 level qualifications, which are now the benchmark for access to new jobs in London as a whole. The idea is to exploit flexibilities in the use of Learning and Skills Council (LSC) funding to support work with Greenwich Community College, the University and training advisers that would enable people aged 18 plus to move more quickly between levels. An important focus would be on key workers, including teachers and childcare workers.
- 2.7 Outcomes related to the education and skills development theme are: -

Children and Young People:

- Speaking and listening skills of pre-school children
- Attainment at Key Stage 1 and GCSE
- Numbers of 14-19 year olds not in education, training or employment
- % of 18 year olds achieving Level 2 and Level 3 qualifications

Safer and Stronger Communities:

- Contribution to reduction in youth offending and anti-social behaviour

Cross-cutting Block (Access to employment):

- Increase in the number of workless people assisted into sustained employment (and proportion of these who are from disadvantaged areas and groups)
- Increase in the number of people with mental ill-health problems entering paid employment

3. Childcare:

- 3.1 We believe that there are some crucial benefits to be had from the alignment of funding and strengthening of shared ownership across agencies and Council directorates that can be achieved through the inclusion of childcare targets within the LAA. There is strong evidence that high quality, affordable and accessible childcare provision can lead to improved outcomes for children and families against the five priorities in Every Child Matters and make a major contribution to tackling poverty and alleviating the effects of poverty. Children can benefit through improved physical and mental health, educational attainment at school and life chances beyond. Parents, particularly lone parents, benefit through being helped to make the transition into training and employment.
- 3.2 A range of shared outcomes and programmes of action are already being taken forward through the Greenwich Children's Trust partnership. Key issues locally and nationally are: affordability, accessibility and flexibility of provision. The scope for adding value in relation to these is linked primarily to the opportunities for aligning funding streams through the LAA and for securing freedoms and flexibilities in relation to these. Capital to support developments is also an issue, which we may wish to consider at a later stage.
- 3.3 There are clear links here to our cross-cutting block focus on access to employment and skills development, under which we are proposing a target for increasing the numbers of lone parents entering and remaining in employment. There is also a focus on childcare training and work experience, childcare business training and workforce development for children's centres staff through aligning funding with the LSCEL and potential opportunities through the London Development Agency new Childcare Programme.
- 3.4 We have allocated Neighbourhood Renewal Funding to set up a Childcare Support Fund which it is envisaged will complement the DfES/GLA affordability programme. We are progressing well with the Childcare Taster pilot to encourage the take-up of formal childcare. The combination of these strands of activity, a joint approach with key agencies and alignment of funding should make a significant impact on the opportunities for children and families who are experiencing most disadvantage.
- 3.5 Experience of Sure Start local programmes, neighbourhood renewal and other regeneration programmes indicate that for those furthest from accessing training and employment, the provision of a full time childcare place

may not immediately change their position in relation to employment. The definition of a childcare place for under fives for current funding and targets requires provision open all day and all year. We are seeking the flexibility to interpret childcare places as sessional creches where parents can leave children whilst attending short courses etc.

- 3.6 Although we understand that they would not count as childcare places, as such, we would like some recognition given to the value of sessions involving parent and child activities. This type of provision can be key to supporting parents in developing skills and confidence, and attending more informal training. This is a significant phase in itself prior to many parents attending more formal training/job opportunities. Further evidence indicates that some parents, including those from black and minority ethnic groups, are less inclined to use formal childcare and may need some support in developing trust and confidence in leaving their children in childcare facilities.
- 3.7 The outcomes of such investment can be parents being interested in careers in childcare, where there are real opportunities for employment. There are also opportunities to provide advice and information on a wide range of issues to strengthen parents in their care for their children (nutrition and other health matters, quality learning and play activities etc)
- 3.8 Evidence is now available to confirm the particular difficulties of affordability of childcare for children aged 0-14 years in London. Whilst there are some sources of funding to contribute to the costs of childcare to support access to training and work, eligibility criteria and/or the timing of payments excludes some parents and may leave parents unable to take up opportunities including work experience.
- 3.9 Childcare for disabled children may be more expensive for the childcarer to deliver and opportunities for parents to access additional finance to offset these costs are limited. Simplifying access to funding support and monitoring arrangements linked to this would help agencies to respond more flexibly to different needs. This is something we will be pursuing with our local partners.
- 3.10 Outcomes related to the childcare theme are: -

Children and Young People:

- Stock and take up of childcare and early education places by families in the most disadvantaged areas
- Number of children reached by children's centres
- Number of new full daycare places created in children's centres
- Improvement in speaking and listening skills of pre-school children
- Attainment at KS1
- % of children living in low income households
- % of children living in workless households

Cross-cutting Block (access to employment)

- % of lone parents with dependent children moving from benefits into employment

4. Support for the Vulnerable and Disadvantaged:

- 4.1 This theme is about joining up the contribution that a number of different agencies make to supporting and improving quality of life outcomes for families and children who are disadvantaged and / or have multiple needs. The idea will be to improve the way in which interventions are planned and delivered across agencies and to develop capacity for early intervention and prevention work.
- 4.2 There are three strands of work under this theme included in our first LAA. All of these will impact on outcomes for children and young people. We will also be looking to bring forward in September some innovative proposals for multi-agency work with a small group of families with particularly complex / multiple needs (details of this later project are set out in Annex 2 to the this agreement).

Work with 0-5 year olds around the development of children's centres

- 4.3 The government's expectation is that local areas should move towards service delivery by multi-disciplinary and multi-agency teams that bring together the relevant professionals in places easily accessible to children, young people and their families. This should be in the context of what makes sense to local communities and include considering options for collocation with children's centres, schools and neighbourhood centres.
- 4.4 The project will develop health and family support for children and parents involving teams drawing staff from the voluntary and statutory sectors from the following disciplines: health visitors, speech and language and other specialist therapists, CAMHS and/or other mental health promotion support staff, educational psychologists, midwives, community nutritionist, childcare development and childminding support staff, social worker/family support services, portage and early years inclusion staff, early years advisory teacher, library link worker, training and employment link worker. Joint working with housing will also be required.
- 4.5 The project will examine the management and organisation issues arising from such work , including co-location and IT links, and identify and plan appropriate training and development programmes.
- 4.6 The outcomes for this project will include:
- Early identification of children and families with additional needs/vulnerable
 - Development of integrated assessments and support packages for

identified children

- A reduction, over time, in the numbers of children progressing into the care system and requiring intensive interventions and support

4.7 It is proposed that one aspect of this programme of work will be to take a small sample of children and their families and track the current contact and patterns of service delivery experienced from the perspective of the child and parent within a health locality area. This approach of mapping services and care pathways has been used to reshape and integrate services for children with special needs in other authorities and will be adopted in Greenwich for a Children's Trust project focussing on disabled children and their families. The setting up of the Sure Start local programmes in Greenwich focussed on engaging parents to seek their views on existing services and gaps in current arrangements. The learning from those programmes and the expectations of Every Child Matters will lead to a more robust framework and greater detail for developing a model of mapping children's and parents' service use and needs within a neighbourhood.

4.8 The approach will engage parents and children in the design of better co-ordinated and integrated information, service accessibility and delivery across agencies and embed better mechanisms for early identification, prevention and timely intervention.. It will also contribute to the understanding and development of a locally informed workforce development strategy, common assessment and information sharing, systems for identifying lead professionals and the shared strategy for developing co-located, multi-disciplinary services in accessible places for children and families. The project will engage statutory agencies alongside partners from the voluntary and community sectors including faith communities.

4.9 The work will contribute specifically to the outcomes of being healthy, enjoying and achieving and achieving economic well-being, but will also link to staying safe and making a positive contribution.

Intervention and preventive work with 6-13 year olds to reduce the number of out of borough placements for children and young people with behavioural, emotional and social difficulties:

4.10 The aim of this project is to secure cross-agency commitment to a reduction in the number of children and young people placed in out-of-borough placements and shared investment in the development of early intervention and preventive services to effectively support them locally.

4.11 The project would involve the development of common assessment procedures, integrated service planning and case management approaches, the delivery of integrated service packages piloting key worker and lead professional roles and workforce development components to support the implementation of different ways of working. Through the LAA, participating agencies will sign up to targeting services differently and more flexibly to secure more effective, holistic early interventions and preventive work.

4.12 The focus of the work will be on: -

- Meeting the young people's physical, emotional and mental health needs
- Promoting safety, well-being and self-esteem
- Family and relationship dynamics
- Engagement in education
- Engagement with key adults in their lives
- Improved behaviour through positive enforcement

Support for 14-19 year olds with a range of additional needs:

4.13 As a key part of our proposal for work with 14-19 year olds and to compliment the work on raising achievement at 16 and 18 through the development of vocational learning pathways described in 4.2.4 above, we are looking to develop an approach bringing together a range of service providers to support young people with a range of additional needs. These would include young people in public care, or living away from home, pregnant teenagers, young people involved with the Youth Offending Team, those with drug or alcohol problems, with mental health problems or with learning difficulties. This initiative would bring together the Drug Action Team, Youth Offending Team, Connexions, the Council's youth service, schools, and other agencies to provide a high quality support and advice service that was tailored to the individual needs of young people.

4.14 Connexions funding would be used to employ a project manager, who will oversee the development of support and advice packages by Connexions Personal Advisers. We are seeking a commitment from a range of agencies, including Social Services and health service providers, to pool resources in order to support direct interventions designed to help this group of young people access education, training and employment opportunities.

4.15 We will identify the number of young people in each of the categories described above. The first stage will be to establish how many of these young people are currently involved in education training or employment and how many are in the 'NEET' category. The baseline position on participation in education, employment and training will be established and targets set for participation and attendance for the specific sub groups within the cohort. Particular sub cohorts may have additional indicators around mental or physical health, or in offending behaviour as appropriate.

4.16 Outcomes related to the supporting vulnerable and disadvantaged families theme are: -

Children and Young People:

- Improvement in speaking and listening skills of pre-school children
- Reduction in the number of children and young people entering out-of-borough placements
- Improved attendance at school for target groups

- Reduction in the proportion of 14-19 year olds not in education, training or employment

Safer and Stronger Communities:

- Contribution to a reduction in youth offending

5. Crime and Liveability:

5.1 Concerns about crime and the quality of public spaces remain high in the list of local people's priorities. The Greenwich Crime and Disorder Reduction Partnership (CDRP) has made significant progress in aligning resources in relation to shared priorities and targets. The LAA offers the opportunity to build on this in a broader partnership context.

Reducing Crime:

5.2 The Strategy to deliver reductions in crime will embrace effective policing, improvements in the use of information and intelligence to support multi-agency problem solving, and the use of research and evidence to support interventions. With regard to particular new strands emerging from the LAA discussions:

- The CDRP intends to move forward with implementation of an Alcohol Harm Reduction Strategy. It is anticipated that this will contribute, in particular, to reductions being sought in criminal damage, in common assault and domestic violence. The Strategy will also support outcomes related to health, for example, in ambulance call outs. The DIP programme offers significant opportunities to tackle drug related crime and in its support of this work, the Partnership expects to see a contribution to its crime reduction targets, and intends to continue work to secure added value from the DIP interventions.
- The CDRP intends to align the roll out of Safer Neighbourhoods teams with programmes supported by NRF and NM to boost community confidence and tackle anti social behaviour, for example co-locating community wardens with Safer Neighbourhood teams, developing arrangements for intelligence sharing.
- The CDRP intends to roll out the Sanctuary scheme which provides a safe refuge within the home of victims of domestic violence, and to explore the role which an outreach support service could play in enhancing detection rates. The Partnership further intends, through the Children and Families block, to achieve a better alignment of its work with that of the Children's Trust and Council in protecting children at risk as a result of domestic violence.

- The Partnership will work with local health services to improve identification of individuals experiencing domestic violence, to enable the provision of timely support and improve the gathering of robust medical evidence.
- The CDRP will ensure that its management of the Prolific and Persistent Offenders programme will draw value from and act as a referral and identification route for other outcome areas. For example, as a referral point for programmes within the Sustainable Communities Block (access to employment and skills strand), and as a identification and cross referral route for vulnerable families (where there are patterns of criminality across extended families).
- The CDRP intends to continue and strengthen its work to encourage the reporting of hate crime; and coordinate appropriate responses from a range of local agencies. The Partnership will support the multi-agency Hate Crime Task Group as well as a Hate Crime Panel. The latter involves a range of agencies determining appropriate interventions for individual victims and perpetrators. To reduce re-offending rates, the Partnership will support the work of the Greenwich Racially Motivated Offending Project.

Enhancing Feelings of Safety for People in Deprived Neighbourhoods

- 5.3 The Changes in Common and Neighbourhood Renewal programmes have, as a key feature, worked to tackle crime and enhance feelings of safety and security. The approaches being used include community wardens, designing out crime, youth diversion and partnership with the Police to improve intelligence gathering.
- 5.4 All of the Liveability Action areas are in or adjacent to areas within the 20% most deprived nationally (2004 IMD) (and there is overlap with Changes in Common and one of the NR priority areas). In two of the areas in which full surveys have been carried out, fear was identified by residents as a significant negative factor to be addressed. Increasing the 'ownership' of the public realm by facilitating higher quality streetscapes and open spaces, improving lighting, dismantling barriers to legitimate access to and use of the public realm and at the same time recognising that whilst young people also have a legitimate right to use the public realm, they can be part of the 'fear' as well as being in (statistically) the most probable victim group. In the areas overlapping with NR and NM programmes, the funding streams are being aligned to support a joint strategy. For example, NM supporting wardens schemes while the Fund enhances lighting and other design features.
- 5.5 The CDRP will support these initiatives by ensuring that specific action plans to address the issues within each of these neighbourhoods form part of the business of its four Area Problem Solving Groups.

- 5.6 The Partnership further intends to draw up a youth crime prevention plan which again will address specific and ongoing concerns about young people (as victims and as perpetrators of crime and anti social behaviour) in these neighbourhoods, and the Area Problem Solving Groups will take ownership of managing partnership contributions. Links will be made with the Children and Families Block in this regard, particularly around vulnerable young people.
- 5.7 The CDRP put forward options for the location of the Safer Neighbourhood teams on the basis of an analysis of crime and anti social behaviour, and all of the areas submitted are within or adjacent to areas within the 20% most deprived nationally. All of the priority neighbourhood renewal areas are now covered by a Safer Neighbourhoods team.

Reducing the impact of anti-social behaviour

- 5.8 Anti-social behaviour continues to feature as a major concern for residents ; noise is numerically the most significant source of complaint, but environmental abuse (graffiti, damage in parks etc), and harassment/intimidation (from youths largely) also featured significantly within consultation around the Crime and Disorder Reduction Strategy.
- 5.9 The CDRP is concerned firstly to further improve its data collection and reporting of anti social behaviour, and intends to achieve this in tandem with the Council (linked to the IEG).
- 5.10 The Council intends to strengthen its successful Anti Social Behaviour team to offer a consistent and proactive case management service to all its residents (regardless of tenure considerations). This team already includes a witness support service.
- 5.11 The Council also intends to examine whether improved outcomes can be served by aligning the ASB team with the Noise team.
- 5.12 The Council intends to bring staff working on the policy and operational elements of the ASB Strategy under single management. This will include the Community Safety Unit, the ASB team and the Public Realm Enforcement Unit. The CDRP intend to use the Safer Neighbourhood Teams to support efforts to reduce ASB and will develop aligned priorities and tasking arrangements (and co-locate staff wherever possible).
- 5.13 NRF, the Liveability Fund, S&SC funding and NM funding are being harnessed to serve these agendas with public education (including education linked to the Alcohol Harm Strategy), schemes to design out areas vulnerable to damage, encouraging reporting, intelligence gathering, and hot spot mapping. Interventions and strategies will be managed by the Area Problem Solving Groups and CDRP Executive.

Liveability

- 5.14 Three core areas, which will in effect pilot a second stage of sustainable service improvement and development, formed the basis of Greenwich's submission to the Liveability Fund:
- (a) Integrated approach to exercising enforcement powers
 - (b) Community engagement and empowerment in design, management and maintenance
 - (c) Development of the dialogue between public realm design and management
- 5.15 The project is focussed on four areas of particular environmental stress, with a capital budget of £0.75m - £1m per area.
- 5.16 Residents, businesses, utilities, private and social landlords and schools and public bodies are engaged in a process of management and ownership of the public realm that will effect improvements in streetscape and community safety. Best practice as advocated by CABI and others, through published guidance such as 'Paving the Way', will be applied in the realisation of a sustainable, more efficient, more effective and measurably higher quality public realm.

Empowering local people

- 5.17 A whole range of initiatives and programmes in Greenwich have an integral focus upon resident participation in their management. These include Neighbourhood Renewal, Sure Start, and Neighbourhood Management.
- 5.18 In these areas there are resident-dominated Panels/Board to ensure that renewal is driven by those who live and experience service delivery in these areas. All have associated programmes of community engagement and development, which is enhancing influence on service planning and delivery. Shadowing the Panels/Boards are networks of service providers.
- 5.19 Given the focus upon areas of greatest deprivation there has been a particular emphasis on securing the gains from aligning those programmes which share similar outcome objectives. This is important to enable residents to engage effectively and to avoid initiative fatigue.
- 5.20 Activities which seek to build alliances across separate government initiatives include the Changes in Common Board leads on the neighbourhood management and Sure Start programmes.
- 5.21 Communication projects are shared. For example, community newspapers meet the communication needs of Neighbourhood Renewal and Sure Start.

- 5.22 Community engagement events are used to showcase all the various initiatives, and are jointly planned (extended schools, childcare, crime reduction, liveability)
- 5.23 New developments planned include the use of NRF to support the Shadow Children's Trust intention to develop a comprehensive strategy and approach to engaging children and parents in service development and delivery (building on good practice referred to above).
- 5.24 NRF and NM funding are being used to support the development of area and neighbourhood approaches to youth services, closely informed by priorities to reduce crime and anti social behaviour. The models under discussion place particular emphasis upon building capacity within communities to deliver youth services (and to grow new youth leaders).
- 5.25 The Partnership is working to support the Community Networks as they enhance their involvement within programmes such as neighbourhood renewal and the social inclusion and justice strategy implementation.
- 5.26 Key outcomes addressed under the crime and liveability theme are: -
- A reduction in major categories of crime
 - Increased detection rate for domestic violence
 - Enhancing feelings of safety of people living in some of the borough's most deprived neighbourhoods
 - Reducing the impact of anti-social behaviour
 - Cleaner, safer and greener public spaces
 - Local people having a greater voice and influence over local decision-making and the delivery of services

Part Three – Outcomes and Targets

1. Children and Young People

Outcome	Indicator		Targets		
	No.	Description	2005/06	2006/07	2007/08
Ready for school	1	Increase in the stock of childcare places in disadvantaged areas	505	Additional 100	Additional 100
Ready for school	2	Number of full day care places created in children's centres	518 for 2004-06	Additional 75	Additional 75
Ready for school	3	Number of children under five reached by children's centres	7,875 by August 2006	11,500	15,533
Ready for school	4	Take up of childcare and early education places by families in the most disadvantaged areas of the borough	91%	93%	95%
Ready for school	5	Number of 0-4 year olds living in Sure Start areas in households where no one is working	Reduction of at least 12%	Reduction of at least 12%	Reduction of at least 12%
Ready for school	6	Percentage of children achieving all the early learning goals by the end of the final term of the foundation stage in two areas of learning - Personal Social and Emotional Development (PSED) and Communication Language and Literacy (CLL) (% achieving a score from 6 to 9 on all the criteria within the area of learning)	PSED 55% CLL 31% (targets relate to summer 2006)	PSED 57% CLL 33% (targets relate to summer 2007)	PSED 59% CLL 37% (targets relate to summer 2008)
Ready for school	7	The gap in attainment at foundation stage between those children in Sure Start areas or the 30% most deprived areas of the borough and children outside of those areas	This is a new target for 2006/07	PSED 4% CLL 5.4% (summer 2007)	PSED 3.4% CLL 4.8% (summer 2008)
Enjoy and achieve	8	Percentage of 7 year olds achieving level 2+ at Key Stage 1 in reading, writing and mathematics	Reading 79%; Writing 74.5%; Maths 87% (summer 2006)	Reading 80%; Writing 77%; Maths 89% (summer 2007)	Reading 82.5%; Writing 80%; Maths 91% (summer 2008)

Outcome	Indicator		Targets		
	No.	Description	2005/06	2006/07	2007/08
Enjoy and achieve	9	Percentage of 16 year olds achieving Level 1 and Level 2 qualifications a) Equivalent of 5+ GCSEs at A* - C b) Equivalent of 5+ GCSEs at A* - G, including English and Maths	a) 49% b) 87% (summer 2006)	a) 50% b) 88% (summer 2007)	a) 51% b) 89% (summer 2008)
Enjoy and achieve	10	Percentage of all pupils in secondary schools located in districts in receipt of NRF who achieve Level 5 or above in English, Maths and Science	New indicator for 2006/07	To be set	To be set
Enjoy and achieve	11	Absence rate in primary schools	6.2% (2005/06 Academic Year)	6.1% (2005/06 Academic Year)	6.0% (2005/06 Academic Year)
Enjoy and achieve	12	Absence rate in secondary schools	8.4% (2005/06 Academic Year)	8.2% (2005/06 Academic Year)	8.1% (2005/06 Academic Year)
Achieve economic well-being	13	Percentage of 16-18 year olds not in education, employment or training (as measured by the three month average for November to January in each Academic Year)	12%	11.3%	10.9%
Achieve economic well-being	14	Percentage of 18 year olds achieving Level 2 qualifications	58%	60%	63%
Achieve economic well-being	15	Percentage of 18 year olds achieving Level 3 qualifications			29%
Achieve economic well-being	16	Percentage of 18 year olds entering higher education	12.5%	13.2%	14%

2. Safer and Stronger Communities

Outcome	Indicator		Targets		
	No.	Description	2005/06	2006/07	2007/08
Reduce the level of crime in the borough	1	Reduction against BCS comparator crime in 9 key categories			
Reduce the level of crime in the borough	2	Recorded incidence of theft of motor vehicles and theft from motor vehicles	6% reduction	7% reduction	8% reduction
Reduce the level of crime in the borough	3	Number of domestic burglaries recorded by the Police	3% reduction	5% reduction	5% reduction
Reduce the level of crime in the borough	4	Recorded incidence of (a) "Theft from the person" (b) "snatch" and (c) "robbery of the person"	(a) 2% reduction (b) 1% reduction (c) 1% reduction	(a) 3% reduction (b) 3% reduction (c) 3% reduction	(a) 3% reduction (b) 3% reduction (c) 3% reduction
Reduce the level of crime in the borough	5	Recorded incidence of criminal damage	11% reduction	14% reduction	14% reduction
Reduce the level of crime in the borough	6	Recorded incidence of wounding (ABH,GBH)	4% reduction	5% reduction	6% reduction
Reduce crime in Neighbourhood Renewal areas, narrowing the gap between the worst performing wards/neighbourhoods and other areas across the district	7	BSC offence count in Neighbourhood Renewal areas		Targets to be set	Targets to be set
Reduce levels of domestic violence	8	Recorded incidence of domestic violence		Targets to be set	Targets to be set
Reduce levels of domestic violence	9	Decrease repeat victimisation in cases of domestic violence referred to the advocacy service	Decrease of 3% in first year of operation	Targets to be set	Targets to be set

Outcome	Indicator		Targets		
	No.	Description	2005/06	2006/07	2007/08
Reduce the harm caused by illegal drugs	10	DIP compact targets: a) adult drug tests as a proportion of those charged for trigger offences; b) proportion who test positive, who are not on the caseload, with whom initial contact is made by DIP team; c) proportion of "b" who are assessed; d) proportion assessed as needing a further intervention who are taken onto the caseload; e) proportion who engage in treatment	a) 95% b) 80% c) 50% d) 85% e) 80%	a) 95% b) 80% c) 50% d) 85% e) 95%	a) 95% b) 80% c) 50% d) 85% e) 95%
Reduce the harm caused by illegal drugs	11	Increase the number of people entering structured drug treatment	908		990
Reduce the harm caused by illegal drugs	12	Increase percentage of drug users retained in structured treatment for 12 weeks or longer	50%		75%
Reduce hate crime	13	Recorded incidence of hate crime			
Reduce racially motivated crime	14	Percentage of offenders completing the Greenwich Racially Motivated Offenders Project who are subsequently charged with a racially motivated offence	No more than 20%	No more than 20%	No more than 20%
Reduce youth offending	15	No. of young people identified as being at risk of offending and targeted by YISP who subsequently offend.			
Reduce youth offending	16	Youth reoffending as per YJB methodology	8% reduction	8% reduction	8% reduction
To build respect in communities and to reduce anti-social behaviour	17	Proportion of respondents to the annual borough-wide resident survey who "feel safe in their neighbourhood"	Increase by 5%	Increase by 5%	Increase by 5%
To build respect in communities and to reduce anti-social behaviour	18	Number of families who are accessing intensive family support services			

Outcome	Indicator		Targets		
	No.	Description	2005/06	2006/07	2007/08
Cleaner, safer and greener public spaces	19	(a) Proportion of residents who feel satisfied with the quality of their local parks, playgrounds and open spaces; (b) Proportion of USERS who feel satisfied with the quality of their local parks, playgrounds and open spaces; (c) Proportion of residents who feel satisfied with their local neighbourhood: (i) natural environment and (ii) street environment		Increase by 5%	Increase by 5%
Cleaner, safer and greener public spaces	20	BVPI 199 - Percentage of relevant areas falling below an acceptable standard in respect of (a) Litter and detritus; (b) Graffiti; and (c) Flyposting			
Reducing the gap in aspects of liveability between the worst neighbourhoods/ wards and the district as a whole, with a particular focus on reducing levels of litter and detritus	21	Percentage of relevant areas within target NRF wards with levels of litter and detritus falling below acceptable standards - sub-set of areas measured under BVPI 199 (a)			
Local people empowered to become active citizens	22	Number of people volunteering in the borough (as measured by a survey of groups registered with volunteers Greenwich, public sector employers in the borough, and a sample of local faith based groups, community and resident associations)	N/A	An additional 1000 people volunteering compared to the 2005/06 baseline	An additional 3000 people volunteering compared to the 2005/06 baseline
Local people empowered to become active citizens	23	Percentage of residents in Changes in Common area who feel able to influence Local Services	23%	26%	30%
Local people empowered to become active citizens	24	Percentage of residents who feel the Council involves residents in decision-making	49%	53%	55%
Enhance community cohesion	25	The percentage of residents who feel that the borough is a place where people from different backgrounds can get on well together	N/A	77%	81%

Outcome	Indicator		Targets		
	No.	Description	2005/06	2006/07	2007/08
To improve housing conditions within the most deprived neighbourhoods/wards	26	Number of council homes in priority Neighbourhood Renewal areas meeting the "Decent Homes" standard: - Avery Hill & Coldharbour; Coldbath & Orchard; Creekside/West; and Eynsham			2843 (100%)

3. Healthier Communities and Older People

Outcome	Indicator		Targets		
	No.	Description	2005/06	2006/07	2007/08
Reduce smoking prevalence in the borough	1	The total number of people who quit smoking as a result of accessing the Stop Smoking	N/A	1620	2206
Reduce smoking prevalence in the borough and amongst high risk and high prevalence groups in particular	2	Proportion of women continuing to smoke throughout pregnancy, focusing especially on smokers from disadvantaged group	1% reduction	1% reduction	1% reduction
Reduce smoking prevalence in the borough and amongst high risk and high prevalence groups in particular	3	Proportion of people accessing stop smoking services who are from high prevalence groups (age, gender and ethnicity)	N/A	To be set	To be set
Reduce smoking prevalence in the borough and amongst high risk and high prevalence groups in particular	4	Number of 4 week quitters amongst (a) male manual workers; (b) pregnant women in Sure Start and NR areas; (c) high prevalence BME groups; and (d) those aged 50+ in NR areas	N/A	To be set	To be set
A healthy start in life for the borough's children	5	Breastfeeding initiation rate	71.4%	80.9%	84.5%
A healthy start in life for the borough's children	6	Percentage of Greenwich schools achieving the National Healthy Schools status	N/A	60%	90% (by December 2008)
Increase in healthy lifestyle opportunities for people from disadvantaged communities - contribution towards the reduction of inequalities in premature mortality rates between wards/ neighbourhoods	7	Increase numbers of community food initiatives in Neighbourhood Renewal areas, with BME and other disadvantaged communities	2 new co-ops; 4 new cookery clubs	2 new co-ops; 3 new cookery clubs	2 new co-ops; 3 new cookery clubs

Outcome	Indicator		Targets		
	No.	Description	2005/06	2006/07	2007/08
Increase in healthy lifestyle opportunities for people from disadvantaged communities	8	Increase the number of opportunities for people in each Neighbourhood Renewal area to be physically active	8 new sessions	8 new sessions	9 new sessions
Improve quality of life and independence of vulnerable older people	9	The number of admissions of older people (aged 65 and over) to supported permanent residential care, per ten thousand population	57.8 (outturn)		45.6 (2008/09)
Improve quality of life and independence of vulnerable older people	10	Annual emergency admissions to any hospital provider, per thousand population, by Greenwich residents aged 65 and over	N/A	220	216
Improve quality of life and independence of vulnerable older people	11	The gap between the percentage of people aged 65 and over using home care services provided through Greenwich council who report being satisfied with the help they received, and perfection (=100%)	39.2 (outturn)		34.5 (2008/09)
Improve quality of life and independence of vulnerable older people	12	Older people helped to live at home per 1000 population aged 65 and over	80	80	90
Improve quality of life and independence of vulnerable older people	13	Progress in moving towards a case management approach in respect of vulnerable older people	200	400	700
Improve quality of life and independence of vulnerable older people	14	Numbers of older people accessing structured physical activity programmes provided through the Borough's physical activity strategy, including "Health Wise, Active for Health and GLL's Over 50 programme	N/A	To be set	To be set
Improve mental health	15	Number of public sector employees accessing mental health awareness training	N/A	To be set	To be set

Outcome	Indicator		Targets		
	No.	Description	2005/06	2006/07	2007/08
Improve mental health	16	Number of men accessing psychological therapies through MIND or PCT commissioned counselling services or commencing a Computerised Cognitive Behavioural Therapy programme	N/A	To be set	To be set
Young people being healthy	17	Teenage conception rate			
Young people being healthy	18	Increase in numbers of young people accessing Chlamydia screening in NHS, pharmacy and non-clinical settings			

4. Economic Development

Outcome	Indicator		Targets		
	No.	Description	2005/06	2006/07	2007/08
Reduce worklessness	1	Number of workless people assisted into sustained employment			7935
Reduce worklessness	2	The number of workless people helped by Greenwich Local Labour an Business (GLLaB) into sustained employment of 16 hours a week or more and for at least 13 consecutive weeks			1756
Reduce worklessness amongst people living in deprived areas (as a contribution towards the target of reducing the difference in employment rates between people living in the wards with the worst labour market position and those for England as a whole)	3	Percentage of workless people assisted in to sustained employment who live in targeted areas			55%
Reduce worklessness amongst people from disadvantaged groups	4	Percentage of workless people assisted in to sustained employment who are from disadvantaged groups – lone parents; Incapacity Benefit claimants; people with mental ill-health			38%
Increase employment opportunities for people living in deprived areas	5	Number of work experience or job opportunities offered to residents in NR areas within the Council and other public agencies or local businesses	30		
Increase in new businesses in the borough	6	Number of new businesses started, including self-employment, with the assistance of Business Works and Greenwich Enterprise Board; and the number of these in target areas			217 (65 in target areas)

Part Four – Pooled and Aligned Funds (2006/07)

Children and Young People

Pooled Funding	2006/07 Allocations
General Sure Start Grant (Main Revenue) DFES	£4,736,992
Sure Start Local Programme (DFES)	£3,541,783
Connexions	£86,030
Neighbourhood Renewal Children and Families General	£1,500,000
	(2006/08)
Neighbourhood Renewal Education – Raising Achievement	£1,500,000
Total pooled	£10,114,805
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Aligned Funding	
Teenage Pregnancy Implementation Fund (DFES)	£25,000
Positive Activities for Young People (PAYP) (DFES)	£453,753
Total aligned	£478,753

Safer and Stronger Communities

Pooled Funding	2006/07 Allocations
Community Empowerment Network	£115,000
Neighbourhood Management – Changes in Common	£867,000
Building Safer Communities Fund (Revenue)	£260,087
Anti-Social Behaviour	£25,000
PSG – Drugs Partnership Grant	£69,027
Borough Command Unit	£302,613
Neighbourhood Renewal Fund – Crime	£1,200,000
Neighbourhood Renewal Fund – Community Engagement	£1,500,000
Neighbourhood Renewal Fund – Liveability	£300,000
Building Safer Communities Fund (Capital)	£96,197
Total pooled	£4,734,924
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Aligned Funding	
Youth Inclusion Programme	£82,000
YISP funding	£260,000
Metropolitan Police Authority	£50,000
Drug Intervention Programme	£960,549
Liveability Fund	£45,000
Council funding for Anti-Social Behaviour Team	£170,000
Total aligned	£1,567,549

Healthier Communities & Older People

All funding aligned – no pooling	2006/07 Allocations
Social Services ICES	£608,020
Social Services Head of Healthy Communities	£100,000
Neighbourhood Renewal Fund – Promoting Healthier Lifestyles	£1,500,000
PCT - ICES	£719,000
Falls Service	£137,000
SRB 6	£1,068,358
Big Lottery Funds	£181,394
DfES Standards Fund for Education Health Partnerships	£71,027
Total aligned	£4,384,799

Economic Development

All funding aligned – no pooling	2006/07 Allocations
ILM Work Experience for the Healthier Borough	£117,732
Guidance for Life and Work	£108,910
LSC – LAW Project	£250,000
Neighbourhood Renewal Fund – Strengthening the economy and increasing access to employment Promoting Healthier Lifestyles	£1,000,000 (2006/08)
Total aligned	£1,476,642

Part Five – Enabling Measures

The following is a summary of the position on enabling measures (freedoms and flexibilities) sought by Greenwich, as confirmed by the Government Office for London for the first year of our agreement 2005/06

1. Children and Young People

Summary	Enabling Measure Agreed / Government Response
Roll-forward of NRF	<p>The lower of up to five per cent or £1 million of annual NRF provision may be carried-forward. Please note: resources brought-forward from a previous year do not score as provision or spend in the carry-forward calculation.</p> <p><i>NB – This covers all borough's NRF allocation.</i></p>
Counting Sessional places towards childcare targets	<p>Government has given some consideration to the proposal to allow sessional places to count towards targets for childcare, and is prepared to partially accept the proposed flexibility.</p> <p>Greenwich can determine its own targets locally, including prioritising the development of sessional places such as crèches, where these are enabling the parent to work, train or undertake further education. The LA will have to ensure, however, that its stock of childcare places is maintained and the creation of these types of sessional places will not be included as stock.</p> <p>However, sessional places cannot count towards children's centre childcare target. Children's centre childcare places must be open for 10 hours per day (longer than the requirement for places created under the GSSG, which is usually 4 hours). Local authorities have received funding as part of their children's centre allocation, at a more generous level than under GSSG, to enable these full-day places to be created. They are part of the children's centre core offer. So the childcare places to be created under this target (in Greenwich's case 518 places by March 2006) must still be full-day places, 10 hours per day.</p>

Summary	Enabling Measure Agreed / Government Response
Education Standards Fund	<p>The Department for Education and Skills will permit the Council:</p> <ul style="list-style-type: none"> • within each of the Standards Fund revenues grants (grants 101 – 120 inclusive), to use the amounts falling within those elements of the Standards Fund defined as being amounts retained by the Local Education Authority as a single total which could be applied without restriction to any of the purposes relevant to those sections of the Standards Fund; and, • subject to the agreement of the Secretary of State for Education and Employment, to apply amounts retained by the Local Education Authority to any of the purposes relevant to sections of the Standards Fund outside the Standards Fund category for which the amount was originally allocated. <p>Other conditions placed on the Council, in relation to the acceptance of individual grants within these categories, will not be affected by this change.</p>
Discussions with Government re. innovative models designed to increase the number of young people (14-19 Year olds) in work-based training	<p>During the LAA negotiations a large number of freedoms and flexibilities have been requested by local authorities and their partners to support the delivery of Department for Work and Pensions (DWP) related targets. Because many of the requests are complex and require the consideration of a number of policy experts, it has not been possible to answer them all before the signing of agreements. To give these emerging proposals active consideration with a view to identifying mutually beneficial ways forward DWP has agreed to convene a high level working group with individual Local Authorities, Job Centre Plus and Government Offices that will report to Ministers by 30 September 2005.</p>

2. Safer and Stronger Communities

Summary	Enabling Measure Agreed / Government Response
No assignment to capital and revenue within Home Office funds	Financial issues will be covered in Advice Note #3.
3 year SSCF allocations	This will be reviewed as part of a future refresh.
Neighbourhood Management project approval.	There is a new limit of £250k for locally approved projects.

3. Healthier Communities and Older People

Summary	Enabling Measure Agreed / Government Response
Change in performance management arrangements in respect of tobacco control	Existing targets on smoking cessation are subject to conditions set out in Advice Note 2 (para 27). Targets relating to Tobacco Control could be negotiated as part of a future refresh. The SHA is prepared to negotiate this as part of the LDPs local targets.
"First line access" to funds in respect of "Choosing Health".	The PCT will be subject to same process and rigour for application or allocation of funds as all other PCTs. They will however be seen as a progressive and favourable PCT suitable for funding opportunities by virtue of its involvement in the LAA.
Commitments on "Communities for Health" funding	Subject to a decision from Dept of Health.

4. Economic Development

Summary	Enabling Measure Agreed / Government Response
Access to Pathways to Work	<p>During the LAA negotiations a large number of freedoms and flexibilities have been requested by local authorities and their partners to support the delivery of Department for Work and Pensions (DWP) related targets. Because many of the requests are complex and require the consideration of a number of policy experts, it has not been possible to answer them all before the signing of agreements. To give these emerging proposals active consideration with a view to identifying mutually beneficial ways forward DWP has agreed to convene a high level working group with individual Local Authorities, Job Centre Plus and Government Offices that will report to Ministers by 30 September 2005.</p>
Alignment of local targets and Frontline Workers model.	
Protocols on data sharing between Council and Jobcentre Plus	
Flexibility on "16 hour rule" with regard to JSA claimants seeking to start up their own business	
Flexibility on earnings calculation for claimants starting new businesses.	

Annex 1

Proposals for cross-cutting initiatives

1. Focus on Families with Multiple / Complex Needs

The proposal is to identify around twenty families or households within a geographical area each of whom have a variety of needs that are currently being addressed by a range of agencies and / or whose “chaotic lifestyles” and challenging behaviour are likely to be the source of tension / difficulty within the local community, as well as being a significant draw on the public purse.

The target group is likely to include families / households experiencing a range of different problems and exhibiting a variety of challenging behaviours, including: -

- Worklessness and poverty
- Long-term benefit dependency
- Lack of formal qualifications
- Mental ill health / psychological health problems
- Drug and alcohol abuse
- Other health problems (e.g. obesity / poor diet, smoking related illness, other chronic, long-term sickness)
- Criminal record and / or history of anti-social behaviour
- Debt problems
- Truancy / problems at school
- History of child protection concerns

Our hypothesis is that disproportionate amounts of public resources are being directed at such families with very little to show for it in terms of positive outcomes. A range of public agencies are locked into an unsatisfactory relationship with this group, one characterised by dependency and mutual distrust. The services and interventions provided are, in many cases, unwelcome or resented and often achieve little more than maintaining these families in a more or less steady state of dependency.

The aim of the project will be to pilot new and dynamic ways of working with the target group that have the specific aim of helping these families out of dependency and into sustainable independence. This will require that resources are redirected away from immediate and short-term “support services” towards interventions and assistance that seek to change behaviour and improve the prospects for better outcomes for this group in the longer-term.

Key elements of the approach will be holistic needs assessment, joined up service delivery and improved access for the target group to a range of support services at the point at which they are needed. It is proposed that resources should be “ring-fenced” in some way to the target group, linked either to “individualised budgets” or to agreements between service delivery partners to pool / commit resources on the basis of a new model of needs assessment.

The idea will be to work alongside the families to design and deliver individualised, tailored packages of “dynamic” support. Much of this is likely to be about improving access to a range of services that will support their transition to independence: -

- Affordable childcare
- Better routes to sustained employment (through “mainstream” education and training but also through new opportunities to develop essential skills and work experience, for example within the voluntary and community sector)
- Parenting skills development
- Respite care
- Specialist education support
- Counselling / psychological support services
- Cultural, leisure and recreational opportunities

The outcomes against which the success of the project will ultimately be measured will include: -

- Numbers coming off benefits and into sustained employment
- A reduction in hospital admissions / attendance at A&E / stable management of health problems
- A reduction in re-offending rates / incidence of anti-social behaviour
- Participation in education and training (including non-accredited adult learning)
- Healthier lifestyles (smoking cessation, improved nutrition, participation in physical activity etc.)
- Measures of improved psychological well-being

A key learning outcome from the project will be to improve understanding of the “early signs” that families are moving towards a state of high dependency. With this improved understanding we would hope to be able to design better and more joined-up early interventions aimed at getting people “back on track” as soon as possible.

Identifying the target group:

A number of approaches could be employed, separately or in conjunction –

1. It has been suggested that there may be some “suggestive indicators” of multiple need that could be used as the basis for identifying an initial shortlist of families for the target group – high levels of truancy, non-attendance at anti-natal classes, persistent high-level rent arrears.
2. Participating service provider agencies could be asked to identify their own shortlists of potential families who are persistent high-level service users. Information on these families could then be shared between agencies in order to establish a shared list of those with multiple needs. We would need to address possible data protection issues, for example by sharing information initially in a restricted way.

3. Alternatively, the initial target group could be drawn from an existing project caseload, for example from within the Neighbourhood Management Pathfinder area.

In order to maximise the chances of success (particularly as this is a pilot project from which we are hoping to learn), it is suggested that the initial target group should comprise largely, or even exclusively, families who have voluntarily agreed to be involved in the project. This will also help us to overcome data protection constraints as we could seek the families' permission to share information about them held by different agencies. As we get a feel for the kind of interventions that will help to support this group of families in a more dynamic way we could look to develop the approach for a more "difficult" group, including looking at how we can secure their involvement – for example through the use of court orders, ASBOs or ABCs.

Releasing resources:

Once the target group has been identified, the next stage will be to attempt to quantify the public money that is currently being spent providing services to this group and dealing with the consequences of their behaviour. The challenge then will be to explore the scope for "releasing" some of this money to be used in a quite different way to support families through a transition from dependence to independence.

Developing new models of support:

The proposal is to employ a multi-agency caseworker to coordinate a holistic joint assessment process for the families within the target group. This person would also act as a broker / advocate for the families, working with them to identify and secure access to the support services they need at the time they need them.

The model will require all agencies to undertake to set aside / suspend eligibility criteria for access to services for this group. A tailored support package will be designed through a joint assessment process, involving the family themselves, and this will be underwritten by a "contract" under which service providers guarantee timely, coordinated access to the services required and the family undertake to use the services as "prescribed". We could also explore the potential for building on the proposals for "personal" or "individualised" budgets set out in the social care Green Paper. For example, by giving the caseworker or "broker" some measure of responsibility for the management of these budgets, in conjunction with the families themselves.

It will be important to make full and effective use of capacity within the local voluntary and community sectors. Voluntary groups will potentially be a key element of the menu of available support services. In addition, we will be looking to develop mentoring / partnership schemes through which families can be supported within the local community.

Learning Outcomes:

In addition to having a direct impact in improving outcomes for the target group, the project will seek a range of broader learning outcomes, including: -

- Testing new models for holistic assessment and joint intervention
- Improving service and process design for ease and convenience of user, rather than for service provider, through better understanding of user perspective and "user friendliness" of existing processes and procedures
- Improving knowledge of 'blockages' which inhibit timely and effective interventions/service provision
- Exploring opportunities for future multi-agency working

Issues for future dialogue with Government (and possible freedoms and flexibilities):

- Data-sharing of families (with their agreement)
- Creation of 'contracts' with families
- Bypassing of organisational procedures
- 'Golden ticket' for family broker to fast-track through usual eligibility criteria
- Involvement of Jobcentre Plus and continuation of employment benefit if cohort is eligible through period of the study
- Use of existing forums and interventions to 'add-on' other service provision, eg case conferences

2. Local Management Model for an Area Undergoing Regeneration – Kidbrooke

Introduction

Negotiating a Local Area Agreement (LAA) for Kidbrooke will improve the way in which services are commissioned and delivered in an area undergoing major regeneration. This paper sets out the basic principles of a local management model for Kidbrooke. It has been produced following workshops with the Kidbrooke Network Group, Members and a wider group of stakeholders currently delivering services to the Kidbrooke area.

Local Management Model

The overarching aim of our LAA is to develop a radical model of local management which will improve the way in which services are commissioned and delivered in an area undergoing major regeneration.

The key elements of our model are;

- Control and accountability at a local level through the development of a new system of governance.
- Reorganisation of local public services.
- Maximum involvement from communities and voluntary and private organisations, including quality employment and training opportunities.

A comprehensive approach to local management is required to transform the current situation of disjointed service provision to residents in the Kidbrooke area. At present, services are delivered primarily only to those who live on the Ferrier estate and this situation needs reversing into one in which quality services are available and attractive to all.

The redevelopment of Kidbrooke presents the opportunity to develop an innovative model of local management, which will assist in the development of a social infrastructure for the area. The model would ensure every provider working within the area is jointly accountable to local people.

At present, service providers meet regularly through the Kidbrooke Network Group. Here providers discuss any impact the rehousing programme is having on their service and the Kidbrooke Project Team update the group on Kidbrooke Vision Masterplan developments. This ensures the community needs are provided for throughout the redevelopment and population changes are monitored. At the appropriate time detailed proposals for new services which respond to the new

circumstances, will be developed and current services will cease to operate in their current format.

New structures and systems

Specifically, the new local management model would require:

- Governance structures at local level, which bring together the key players - service providers, the council, the community and the developer consortium. At present, it is difficult to say how partners will respond to radically new ways of working, discussions will follow;
- Agreed mechanisms for pooling information, money, management and accountability across stakeholders. Again, the scope for pooling money between service providers in Kidbrooke for a will have to be discussed;
- Agreed monitoring system based on shared outcomes and a process for evaluation of the management structure;
- A long term vision and action plan to develop the social infrastructure of the area, identifying clear priorities for local action, allocating responsibility to partners and the commissioning of new services to residents;
- Co-location of services in a state of the art, futuristic building in heart of the redevelopment, providing a single point of contact for and with communities, promoting new ways of cross agency working. The centre would provide a local and regional facility for residents, businesses, colleges, schools, community safety officers, health and childcare workers, the voluntary sector and other statutory service providers. The provision of new services would be combined with the development of volunteering opportunities, jobs and training for local people;
- There are real opportunities for assets, such as the centre described above, to become community-controlled organisations. This would allow for a more localised form of decision-making and allocation of spend. There is also the opportunity for more innovative ways of working, with local residents deciding on changes to their area.

The building blocks for these new structures and systems already exist in Kidbrooke through the various community groups, which include the Kidbrooke Network Group, which involves the police, early years providers and the Primary Care Trust, and the Kidbrooke Stakeholder Group, which includes local business providers and community representatives. Initially membership would stem from these groups but eventually it would evolve over the life of the project as different aspects of the regeneration take precedence and new residents move into the area.

Implementation

The timetable for implementing this new system of management would be as follows;

Preferred developer consortium selected to take the redevelopment forward	By October 2005
Comprehensive Development Agreement (CDA) developed between the Council and appointed developer	October 2005 – April 2006
Develop model of local management in consultation with local people	January 2006 – April 2006
Model and programme of activity for local management finalised	By July 2006
Community service provision agreed for transitional period and long-term community, on-going work with partners to identify areas for budget pooling	By August 2006
Local Management model legalised	By November 2006
Local Management model operating in temporary accommodation offering services to residents	By January 2007
New building for local management model to operate in	By 2008
Quality of Life survey to track long-term impact of regeneration and improvements to services and their delivery	Commence September 2006

Quality of Life Study

Tracking residents who are experiencing the regeneration process will assess the impact the transitional period of regeneration has had on their long-term well-being. Resulting information can then be used to inform the local management model. A discussion paper has been produced by Public Participation Consultation and Research (PPCR) to explore possible methods for carrying out the study.

Outcomes

Our overarching outcome is to improve quality of life for people living in Kidbrooke and ensure service providers are more responsive to local needs and improve their delivery.

In addition, we aim to increase the capacity of the local community including vulnerable, minority and hard to reach groups, so people are empowered to participate in local decision making and are able to influence service delivery.

Freedoms and flexibilities

Possible freedoms and flexibilities include:

- Flexibility to operate local management arrangements as set through the new form of governance
- Scope and range of governing body responsibilities
- Statutory accountability within new governance
- Removal of financial regulations which prevent local management structure controlling and receiving finances.

The government announced on 20 September 2005 that it has decided to extend the remit of the Lyons Inquiry into local government funding to cover issues relating to the wider functions of local government and its future. The Inquiry will now review how the government's agenda for devolution and decentralisation, together with changes in decision making and funding, could improve local services, their responsiveness to users, and efficiency. It will also consider how changes to the funding system will support improved local services. The results of the Inquiry will be published in time for the Comprehensive Spending Review 2007 and could be instrumental in supporting the freedoms and flexibilities we need to achieve to be successful in our LAA.

Taking the Project Forward

We will be looking to draw wider lessons on how best to join up public services by comparing the experiences of a geographical model of service delivery in Kidbrooke, with the element of the rolling programme which focuses on families with multiple/complex needs. The contrast in approach and subsequent findings could be used to develop future models of local governance.

The Single Regeneration Budget (SRB) funding which supports the SGRA 'Building New Links' programme is due to finish in March 2006. The programme has been successful in developing community-led regeneration and succession planning for the project could include looking at opportunities within the LAA.

Further work is needed to develop the roles and responsibilities of every stakeholder involved in the implementation of the programme, as set out in the timetable above. Freedoms and flexibilities need to be developed with partners to ensure any barriers to the new ways of working set out above are identified and overcome.

Annex 2

Statement of Voluntary and Community Sector Involvement in the LAA

Introduction

The Council remains committed to involving the voluntary and community sector fully in the development and delivery of the Greenwich local area agreement. We see this involvement as key to our ambitions for strengthening local accountability and improving service delivery through the LAA. We recognise that opportunities for involvement need to take place at a number of different levels and in a variety of settings and this is reflected in the approach we are taking to the further development of our agreement.

Firstly, the Council and its local delivery partners are engaged in an ongoing dialogue with local people to refine our shared vision for the Borough and articulate the high-level outcome priorities flowing from this. We are exploring ways of improving mechanisms for neighbourhood engagement in this context. Secondly, we are working to strengthen community and voluntary sector representation on those partnership bodies and forums with lead responsibility for developing and delivering the plans of action for achieving LAA outcomes. Thirdly, we are seeking, through the development of a stronger partnership with the voluntary sector, to better understand and utilise the skills and innovative potential that exists within local voluntary and community organisations to help us deliver good value, high quality local services. Building capacity within the sector remains a key objective. Finally, accountability to local people will be reinforced through transparent and open scrutiny and through the development of stronger links between the wider community and voluntary sector and the Greenwich Partnership.

Setting the vision and high-level priorities:

The high-level vision for the borough is set out in the local community strategy (The Greenwich Strategy). The strategy is currently being revised following a major public consultation exercise in the autumn of last year. We have always been clear that the local area agreement would be a key element of the delivery plan for our local community strategy and therefore the outcome of the Greenwich Strategy review will be a key influence on the future development of the LAA.

We are clear too that the local strategic partnership (the Greenwich Partnership) has a lead role in overseeing the development and delivery of the LAA. Our original LAA was agreed with the Greenwich Partnership board and we have developed our refresh proposals in discussion with the board as well. The local area agreement has been a catalyst for us to review the membership and working arrangements of the Greenwich Partnership. We will be discussing proposals with our partners over the next few months, including proposals for strengthening voluntary and community sector representation on the LSP.

At the same time, we have also begun discussions on a wider review of neighbourhood engagement mechanisms both within the Council and across

partnerships. Plans are still at an early stage, but an aspiration to improve the way we involve local people in strategic decision-making will certainly be at the core of the proposals when they come forward.

More directly, we have had discussions about the future direction of the LAA with the local "Change Up" group and with the Community Empowerment Network. Connections have also been drawn with the local area agreement in the context of consultations in respect of the voluntary sector Compact and the Greenwich Voluntary, Community and Faith Sector Strategy.

Delivery planning:

As we stated in our original agreement, lead responsibility for delivery against LAA block outcomes will rest with the key thematic partnerships in the borough – currently, the Children's Trust, Crime and Disorder Reduction Partnership, Improving Health:Cutting Inequalities partnership and Employment Forum. We are working with these partnerships to review their approach to voluntary and community sector engagement. This is likely to include direct representation by the sector on partnership managing / governance bodies.

These thematic partnerships have a key role in developing the high-level action plans that will underpin approaches to delivering LAA outcomes. Over the past two months, major review / consultation exercises have taken place with respect to the Greenwich Children and Young People's Plan and the Crime and Disorder Reduction Strategy and action plan. This has provided a further opportunity for dialogue with the community and voluntary sector.

Voluntary sector delivery:

The Council's approach to involving the voluntary sector in service delivery is set out in the voluntary sector "Compact" and the voluntary, community and faith sector strategy. Both these documents describe an ambition to better utilise the skills and innovative potential of the sector in order to improve services for local people. A key overarching aim will be to strengthen the basis on which services are commissioned from the sector. The pooling of funds within the LAA will help to achieve this. For example, a number of previously separate funding streams are being brought together under the umbrella of Positive Action for Young People (PAYP). This will enable us to draw together a more coherent action plan, and enable us to take a fresh look at the potential contribution of the voluntary and community sector. Initially, we are proposing to identify a specific sum that could be set aside to commission activity within the sector.

We have also been discussing with the Greenwich Change Up group the broader issue of how the LAA will challenge the sector, including the need for capacity building to be addressed in a more strategic and coherent way.

Annex 3 – Governance Arrangements

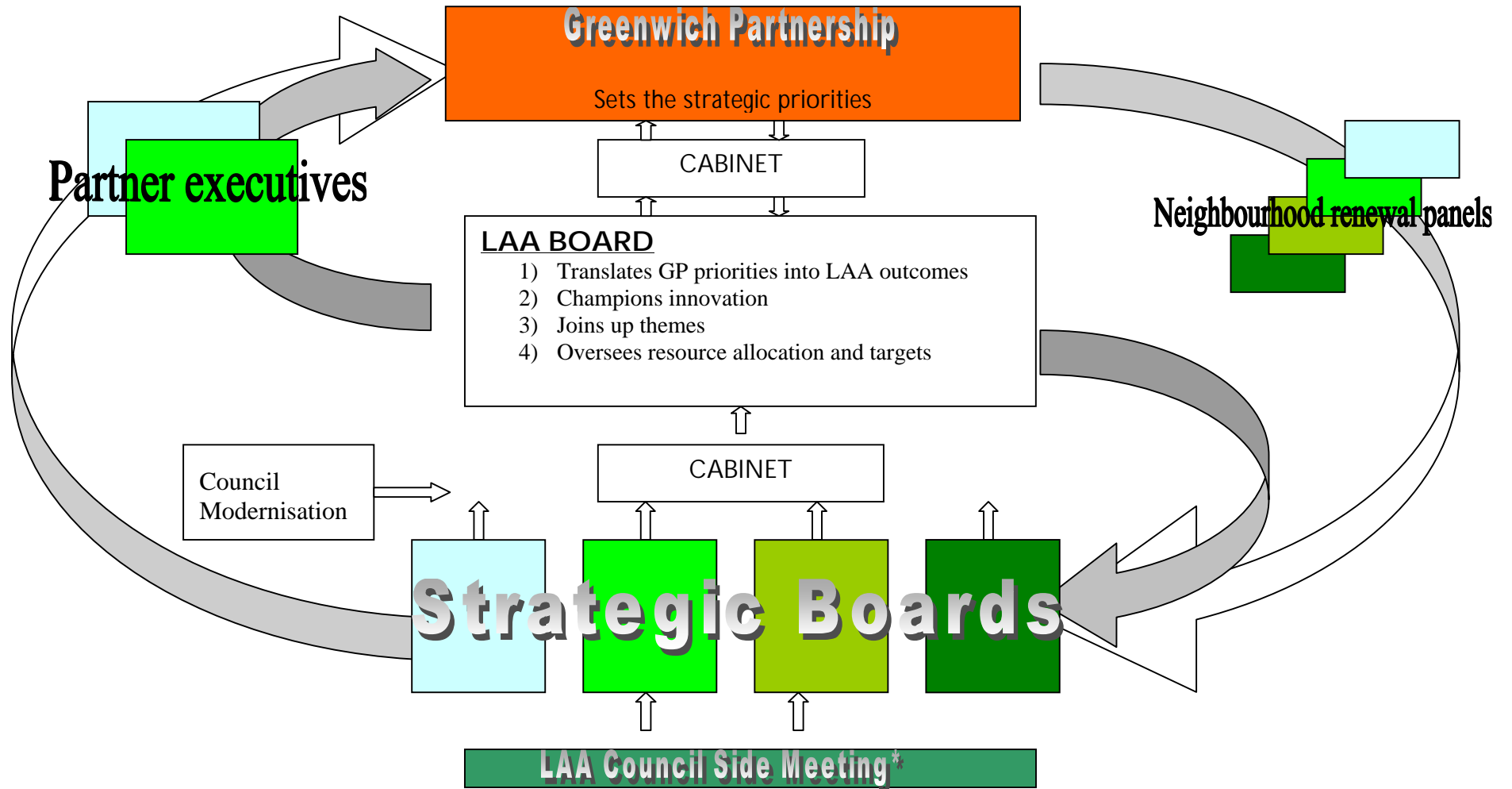
The **LAA Board** will be the overarching governance body for the local area agreement. Acting on behalf of the Greenwich Partnership, the Board will: -

- Take overall responsibility for the development of the LAA
- Oversee the delivery of LAA outcomes
- Promote and monitor the delivery of cross-cutting LAA initiatives
- Provide direction to and monitor the progress of strategic partnership boards (see below). It will do this by setting the strategic performance and funding framework within which the boards operate and receiving quarterly performance and financial monitoring information.
- Play a key strategic role in directing the way in which pooled LAA funds are utilised.

The LAA Board will be chaired by the Leader of the Council and comprise, in addition, senior representatives nominated by Greenwich Police, Greenwich teaching Primary Care Trust, the Learning and Skills Council London East, the London Development Agency, and Jobcentre Plus. The Board will be supported by an “officer group” drawn from all relevant partner organisations and Council directorates.

Four **strategic partnership boards** will oversee the delivery of LAA targets within each of the four LAA blocks. The diagram below illustrates the relationship between the various bodies involved in LAA governance.

DECISION-MAKING ON LAA (INCLUDING NRF)



* Council Side meeting provides oversight of strategic boards from Council perspective

Annex 4 - Performance Management

1. In the long-term, we see the LAA as presaging a move towards the adoption of a single, common performance management framework for all public service providers in the borough. This in turn would enable a simpler, linked, external monitoring and inspection regime, feeding into the CPA judgement, which would replace all other external reporting and monitoring requirements.
2. For the current agreement, we propose:
 - a) That common data sets should be agreed across partners with Government and reported to the Partnership Forum, the LSP and the Council's Overview and Scrutiny Committee on a quarterly basis. This performance monitoring information could also be made available to the Government Office, quarterly or on a six monthly basis as required.
 - b) That the Public Sector Partnership Forum would submit an annual self-assessment statement together with the data sets in relation to each of the LAA blocks (staggered across the year so that all were not being reported on at the same time), which could be followed up by a "single conversation"/ round table meeting between local partners with relevant Government Departments / agencies.
3. This would replace existing monitoring arrangements for these outcomes.