

2015

manchester's
journey

Manchester's Local Area Agreement

Delivering the Community Strategy



MANCHESTER
CITY COUNCIL

MANCHESTER'S LOCAL AREA AGREEMENT

Delivering the Community Strategy 2006-2015

1. Introduction

Manchester's Local Area Agreement (LAA) has been developed and agreed with all stakeholders in the Manchester Partnership including elected Members, public agencies, private enterprise, the third sector and residents. It will act as the delivery plan for the Community Strategy; The Manchester Way. This agreement covers the period 2008/9 to 2010/11.

The LAA will drive improved performance across the city over the next three years. It will stimulate innovation and improve the way in which partners deliver services leading to greater transparency and accountability to communities and their elected representatives.

The LAA will form the basis of a constructive relationship with Government. It will also strengthen relationships within Manchester by reinforcing the common goals and objectives all partners aim to achieve.

2. Manchester, the Place, the Ambition.

Manchester is the economic engine of the North West with a concentration of people and business activity unparalleled elsewhere in Northern England.

It's a place where Mancunians are fiercely proud of their achievements and have keen vision for the future. Over the next decade our determination is to create a city where every resident achieves their full potential. Manchester will be a place where people choose to live and to stay.

Our Community Strategy – '*The Manchester Way*' - sets out the vision: by 2015 we will be a world-class city with a larger, happier, healthier, wealthier population living longer in diverse and stable communities with a good demographic mix. It will be a city of opportunities with a population benefiting and contributing to Manchester's success by achieving individual full potential. Residents will have an improved sense of participation and wellbeing. The city will have green desirable neighbourhoods that attract and retain successful people from diverse communities. Our neighbourhoods will be places where people feel secure and supported.

Despite recent spectacular regeneration and economic growth many residents still face the challenges of social deprivation. These, including unsuitable housing, a transient population, poor health, low skills and high crime, have left their mark and the latest Index of Multiple Deprivation ranks Manchester as the fourth most deprived area in England. The Manchester Partnership has made improvements in educational achievement, health, transport and crime reduction in recent years, but is very aware of the enormity of its task that still lies ahead.

After extensive consultation during the development of Manchester's Community Strategy for 2006-2015, the priorities for the Partnership emerged. The context to these priorities and the Partnership's approach to delivering them, are explained in 'Manchester's Story of Place' (www.manchesterpartnership.org.uk).

To deliver the Community Strategy, Manchester Partnership has agreed a delivery path that is illustrated in the diagram below.

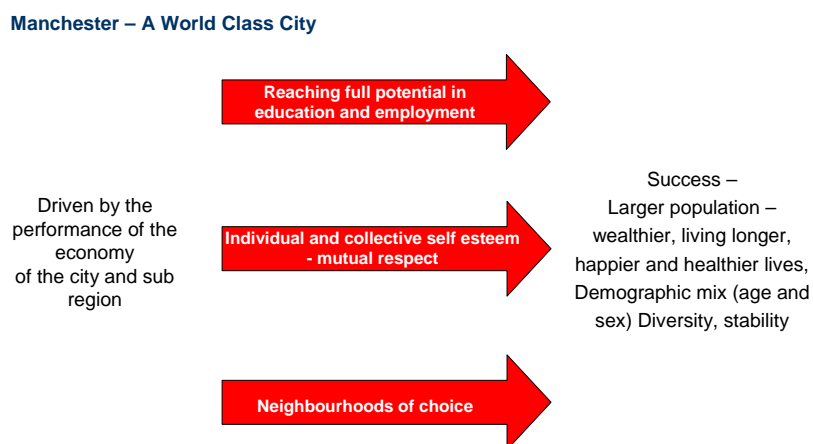


Fig 1 – The spines diagram

The three arrows at the centre of the diagram are the core drivers. They take the economic success described on the left and connect it to the better outcomes for Manchester people as described on the right. The arrows are called spines because they connect and support all of the actions that need to be taken in order to address Manchester's priorities. The pre-requisite to the spines is to create the conditions for sustainable economic success.

The first of the three spines is focussed on connecting more local people to the economic success and to support them to achieve their full potential through education and employment. Recognising that people who reach their full potential often choose to leave the city, the third spine is to build truly sustainable communities where people choose to live because of the quality of life on offer. The middle spine connects and supports the other two. This recognises that public services on their own cannot achieve these things. Partner agencies will facilitate and support individuals and communities to achieve their full potential, to raise their ambitions, to have mutual respect both for themselves and their communities.

The pre-requisite to better outcomes for Manchester people from the spines is sustaining the success of the city's economy. This economy is sub-regional and as such, its success benefits the whole conurbation. As the city region continues to prosper, the combination of opportunity, economic need and joint working arrangements have provided the platform for a Multi-Area Agreement where the focus is on productivity, skills and employment.

The Multi-Area Agreement has been submitted to Government by the Association of Greater Manchester Authorities (AGMA) which acts as the voice of the ten local authorities of Greater Manchester, working in partnership with a wide range of organisations both private, public and voluntary within the city-region and sub-region. These ten authorities and three associate member authorities co-operate on a number of issues, both statutory and non-statutory, where there is the possibility of improving service delivery through collaboration.

Our Local Area Agreement (LAA) is the three-year delivery framework for our Community Strategy objectives. The key measures of success for the Multi-Area Agreement (MAA) and our LAA are in unison: increased productivity, skills and total employment. The objectives of the MAA are included in the LAA with challenging targets against the success measures.

The LAA is supported by two new statutory duties. All public agencies listed in the Local Government Act 2007 are required to both co-operate in the setting of LAA targets and have regard for their delivery in the service planning and application of resources. All partners are committed to the LAA and this is demonstrated by their named signatories.

The LAA brings together Manchester's key partners to focus on one set of common objectives to deliver the vision and aims of the Community Strategy. The LAA sets out how we will do this and how we will support each other and the city's residents in this task.

2. Manchester's Priorities

Our priorities in this LAA are derived directly from the Community Strategy and have been identified from consultation and intelligence gathering. The Local Area Agreement targets interventions that will make the biggest impact on the issues most affecting the lives of people in Manchester.

The priorities for economic growth are set out in the Multi-Area Agreement. This LAA incorporates those priorities and focuses on:-

Sustainable Economy:

- Promoting skills and employment
- Stimulating Enterprise, Innovation and Sustainable Growth
- Developing Place, Infrastructure and Housing

For the remaining spines of our Community Strategy, our priorities are:-

Reaching Full Potential in Education and Employment:

- Developing children's skills, aspirations and competencies
- Promoting health and wellbeing
- Supporting positive parenting
- Raising resident wages and skills

- Improving education with better attainment and attendance
- Creating more routes into work
- Encouraging cultural involvement to enable individual change

Neighbourhoods of Choice:

- Improving housing
- Reducing crime and disorder
- Improving the environment
- Developing locally focused services
- Promoting stable communities
- Encouraging and supporting cultural activities to promote local ownership of neighbourhoods
- Developing a sense of place and community pride
- Promoting personal and business responsibility to make Manchester feel safer, cleaner and greener

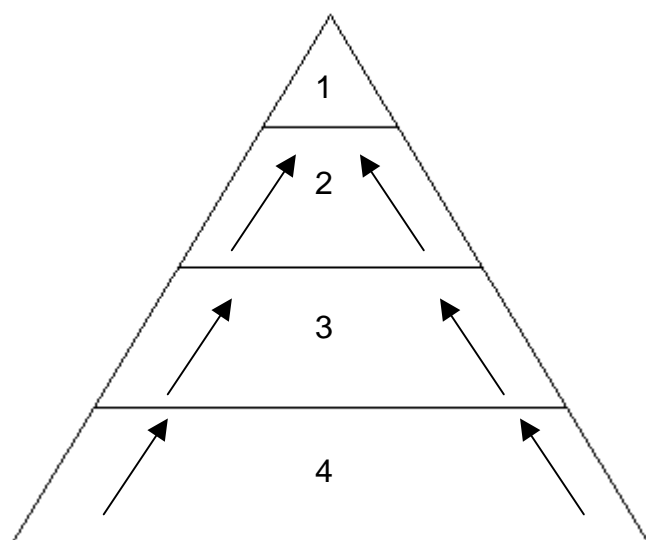
Individual and Collective Self-Esteem/Mutual Respect:

- Promoting aspiration, wellbeing and happiness
- Developing localised and personalised services in partnership with residents and organisations
- Promoting and supporting community cohesion

The Community Strategy was developed in 2005 through intensive work with key partnership members of the Manchester Partnership Board. The resulting spines as described in Fig 1 were tested in a variety of ways; firstly through the Council's democratic process, including Overview and Scrutiny, the Executive and full Council. Outcomes, and the activities that will have the greatest impact on these, were then mapped against the spines to make them real delivery tools. This was the starting point of the new delivery framework that has become the LAA. Partner organisations, who took the revised Community Strategy through their organisational decision making routes, have also been integral to the development and testing of delivery options to ensure that we have the strongest evidence and most robust delivery framework we can. Most importantly, the Community Strategy was reality tested against priorities residents had reported through a number of consultation activities launched at the Manchester Conference in 2006.

The strength of the spines is that they are not service or theme specific and so the outcomes and activities are recognised and owned by all partners. The indicators against which we will measure success against them have developed into the State of the City Indicator Framework. From its concept and inclusion in the Community Strategy, the framework has been refreshed and refined. Using this framework, it is possible to regularly draw together a coherent evidence-based picture of Manchester. An annual picture is captured in the *State of the City* report (www.manchesterpartnership.org.uk). This report, and our quarterly monitoring reports, guide Manchester Partnership and provides a platform to inform residents of progress made against the targets.

Indicators within the State of the City Framework are arranged on four levels, each of which tells us something different about Manchester.



1: State of the City Level 1: High-level overview Linked to vision of the Community Strategy.

2: State of the City Level 2: indicators of outcomes most directly relevant to the three spines of the Community Strategy

3. State of the City Level 3 indicators are those that directly contribute to the delivery of the Level 2 indicators. They are key outcomes that must be achieved to deliver at Level 2.

4. State of the City Level 4 contains indicators of activities that will have the biggest impact on achieving the outcomes at Levels 2 and 3. They are generally thematic or service level.

Figure 2 - State of the City Indicator Framework

The targets in the LAA are set against indicators within the State of the City Framework at levels 1, 2 and 3. These include the designated targets (that we negotiate with Government) and the non-designated targets (that we negotiate locally and may include locally defined measures as well as National Indicators). The Manchester Partnership will monitor delivery of the Community Strategy against the entire State of the City Framework.

In choosing the LAA indicators, we have considered those where there is a strong correlation with the 38 indicators in the Index of Multiple Deprivation (IMD) 2007. The Index of Multiple Deprivation 2007 ranks Manchester as the fourth most deprived area in England with performance behind national averages in worklessness, educational attainment, skills, life expectancy, crime and housing conditions. The LAA provides Manchester with an opportunity to achieve jointly agreed outcomes that will enable each partner assist in reducing levels of deprivation.

Through the delivery of the LAA, the Partnership's ambition is to significantly reduce the gap in quality of life between Manchester and the rest of the country. Baselines disaggregated where possible to ward level and by community and interest group will help the Partnership to understand where the gaps are widest so that resources and improvement capacity can be focused in those areas, thus making the greatest and fastest impact possible on reducing the gaps between City and national averages.

Appendix 1 contains the State of the City framework at Levels 1, 2 and 3 including the designated indicators and targets agreed with Government.

3. Neighbourhood Focus and Community Leadership

To ensure that all citizens in Manchester can enjoy the benefits of a successful city, we are continually improving our understanding of our communities and how the priorities in the Community Strategy can drive improvement in all areas of the city.

Ward Co-ordination is at the heart of our approach to neighbourhood focus and is a key aspect of the delivery mechanism for our LAA. Elected Members are the leaders of our communities and they have a vital role in leading the delivery of the Community Strategy and the LAA. Using rolling three-year ward plans for each ward, Elected Members, supported by full time Ward Co-ordinators and other service managers can oversee and drive the delivery of the city's priorities in their wards. They are also able to respond to local quality of life issues and concerns raised by residents and through the annual State of the Wards report which will disaggregate where possible all LAA indicators to ward level.

As part of the delivery of the Community Strategy and the LAA, a report on outcomes at neighbourhood level, the State of the Wards, will be produced annually to enable elected members in their ward representative role to challenge service delivery and the responses to public services to community needs and aspirations.

Other locality focused structures supporting Ward Co-ordination include neighbourhood groups for crime and disorder, the environment, health and local multi agency teams for Children's Services, and the District Public Service Boards. Using these, Ward Co-ordination is able to feed issues to service managers and to Executive Members who are able to take issues up further with mainstream public service providers and our core thematic partnerships.

Through the LAA, all Councillors are able to scrutinise other public services and to hold service providers to account. The Manchester Partnership came to a voluntary agreement in 2007 to come into the purview of the Council's Overview and Scrutiny Committees following good practice established with the Adults and Health Overview and Scrutiny Committee. This has now been strengthened by new statutory provision that requires partner organisations to provide information to Overview and Scrutiny Committees and respond to the issues raised.

Overview and Scrutiny Committees in Manchester have been actively involved in the development of the LAA. As all thematic partnerships are aligned to one of six Overview and Scrutiny Committees, regular monitoring of performance in delivering the LAA can take place. The Resources and Governance Overview and Scrutiny Committee oversees all partnership activity. All Councillors can further influence the delivery of the LAA through Executive Members who are on the membership of all core thematic partnerships.

Agenda 2010: Promoting Race Equality in Manchester

Agenda 2010 was established in 2000 as a commitment by the public, private and voluntary sectors to improve race equality in the city. The objective of Agenda 2010 is to close the gap in quality of life outcomes between Black and Minority (BME) communities and the city as a whole. The areas identified for priority focus emerged through consultation with BME communities and ongoing engagement through road shows in local communities and the biennial Manchester Conference.

Agenda 2010 has the active support and commitment from all partners on the Manchester Partnership. It is also supported by Manchester's Council for Community Relations (MCCR) and the city's BME Network who provide challenge to statutory agencies and facilitate community engagement.

The changing population of the city outlined in our Story of Place further highlights the importance of Agenda 2010 and the changing nature of the challenge it faces. Consequently Agenda 2010 is a significant feature of the LAA through the disaggregation of all performance indicators, where possible, by ethnicity. This will enable continuous and detailed monitoring of quality of life outcomes and the impact of the Community Strategy of BME communities in the city. An annual Agenda 2010 report will accompany the State of the City report illustrating the improvements made in minority communities.

4. Resources

The Manchester Partnership will make full use of the flexibility to allocate area-based resources in alignment with the objectives of the LAA. Moreover, it is our intention that all partners will align mainstream public service resources to ensure the greatest chances of success in delivering our vision for the city.

The total level of Area Based Grant (including the Working Neighbourhoods Fund) for the next three years being considered in the LAA is £282m. As many of the existing funding streams in the Area Based Grant are already committed, the Council and the Partnership will use 2008 as a transitional year while it reviews its spending commitments against the priorities of the LAA.

The work outlined later to improve partnership delivery mechanisms will improve the impact of all Area Based Grant and mainstream resources. A new approach to commissioning in particular will be used to target resources where they will have the biggest impact and to ensure value for money is maximised. Improved performance monitoring and programme management at all levels of the partnership will be used to ensure the application of resources is fully scrutinised and where necessary reallocated. This will build on existing good practice in the partnership which has led to successful performance outcomes.

5. Better Delivery Through Innovation

Manchester, the original modern city, is known as an innovative city. It was the first industrial city in the nineteenth century; it reinvented itself after manufacturing decline of the twentieth century and today it has a world-wide reputation for new ideas, new products, services or models. Manchester is aiming to meet its social challenges with emphasis on reinforcing its culture of innovation with public services.

Manchester's challenges are many and varied but a review of current performance and opportunity has highlighted seven areas where an innovative approach will be applied during the period of this LAA. Our approach will be to improve innovative capacity by building up networks for collaboration and linking people across organisational boundaries to share information and ideas. To stimulate innovation, the Manchester Partnership will:-

- Build innovation into leadership development so that successful leaders can create and champion new projects and nurture the ideas of others who are creative and imaginative.
- Communicate to, and working with, all staff particularly those at the interface with customers to encourage ideas and innovation.
- Ensure that commissioning processes allow for innovation.
- Foster better links with the voluntary and social enterprises (the third sector) where new services, or new service models, might be generated and tested.
- Invest in innovations that carry greater risk but also greater opportunity and reward.

These principles will be developed and tested in the following areas of challenge:-

- Guns and Gangs
- Reducing Worklessness and Raising Resident Wages
- Aspiration and Wellbeing
- Children as Citizens
- Preventing Violent Extremism
- Community Cohesion
- Green City

Programmes of work for these seven challenges and their outcomes are outlined below.

Guns and Gangs

The new crime strategy (2008-2011) places emphasis on tackling crimes that present the greatest harm to communities, the most serious violent crime. While gun and gang violence is a small proportion of overall crime in Manchester and is confined generally to specific neighbourhoods, it is an issue that profoundly affects public confidence and feelings of safety.

The Manchester Partnership has a good understanding of the historic problem around guns and gangs in the City and already supports initiatives focused on early identification and intervention through its multi-agency Manchester Multi-Agency Gang Strategy team (MMAGS). However, it is recognised that the phenomenon may be evolving, and there exists a determination to learn from previous experience but also to test new and innovative approaches to prevention, early intervention, rehabilitation and enforcement.

Outcomes on which this programme will be focused over the next three years include:-

- Reducing serious gun crime rate
- Reducing rate of proven re-offending by young offenders
- Reducing re-offending by persistent and priority offenders
- Reducing young people sentenced to custody
- Increasing young offender engagement in education, employment and training
- Reducing harm associated with drug misuse
- Increasing young people's participation in positive activities
- Reducing first time entrants into the Youth Justice system aged 10-17
- Reducing rate of permanent exclusions from school
- Reducing substance misuse by young people
- Reducing number of 16-18 year olds not in Education, Training or Employment

There is strong recognition that this is a long term strategy and it is expected that incremental change and results can be delivered over time. System and process changes are already being seen in relation to agencies working together and understanding the problem and it is expected that tangible impacts will be seen in relation to improved referral processes and safeguarding systems within the first 12 months. It is also expected that there will be some impact on the number of incidents of gang/gun violence by the end of the new crime strategy 2008-11, this will be measured according to the Assessment of Police and Community Safety Performance framework currently in development.

Reducing Worklessness and Raising Resident Wages

Narrowing the gap between resident and workforce earnings is a priority and a useful proxy measure for resident skills and indirectly, resident retention. Sustainable progressive employment is the best way to increase earnings and to achieve this a multi-service approach to moving residents towards work

with training will make a significant, measurable impact on narrowing the earnings gap in the medium term.

It is critical to understand the journey a resident takes into sustainable employment and a more detailed knowledge of how residents interact with public services, and identification of areas for improvement, is a prerequisite to developing an effective model going forward. Consequently, the LAA will support a research led approach to refining this understanding of the journey taken and to explore how an integrated services approach to supporting residents into work will make a significant contribution to providing a personalised, tailored support package. From this work a series of recommendations as to how a proactive multi-service model would work across the city will be brought back to the Public Service Board for consideration.

Manchester is obtaining detailed knowledge of how public services interact singly and jointly with residents in progressing them into work and a local area pilot is underway to identify how a multi-service model would work. The pilot will be delivered in three phases:-

Phase 1 – Refine area based methodology of multi-service model (May 2008)

Phase 2 – Test methodology against pilot sample (August 2008)

Phase 3 – Produce a qualitative and quantitative assessment of local service delivery and impact on residents and recommend how existing service would be improved to contribute to the employment/wage agenda (October 2008)

Manchester is developing a “no wrong door” approach to supporting residents who will take the journey from worklessness into sustainable employment. It is anticipated that this will make a contribution to narrowing the wages gap between residents and workers in Manchester as well as providing a measurable improvement in the volumes of residents who are claiming out of work benefits and a consequent increase in the employment rate.

Aspiration and Wellbeing

Improving aspiration and overall wellbeing can have an impact on the more tangible quality of life objectives set out in this agreement. The aim is to help people have higher aspirations; be more optimistic about what they can achieve; be more resilient to the realities of living in deprived communities and be equipped with skills to cope with the pressure of modern life.

Manchester, along with South Tyneside and Hertfordshire is participating in a national wellbeing project headed by IDeA, the Young Foundation and the London School of Economics. The innovative project involves pilot programmes to promote emotional resilience among 11 to 13 year olds, increasing the emotional resilience of older people and a guaranteed apprenticeship scheme to increase aspiration and confidence among young people. Manchester is currently actively working to identify additional pilot programmes to develop aspiration and well-being and to align these to

mainstream change programmes around adult social care, mental health, housing etc.

The outcomes from this programme will include:-

- A defined set of initiatives and pilot projects that promote aspiration and wellbeing
- An overall approach to aspiration and wellbeing that can be applied across all partnership and partner activities
- An evaluation and dissemination framework

For individuals in Manchester at who this initiative is focused, it is anticipated that the long term outcomes will be to help them to:

- Have high aspirations for themselves and their families
- Be optimistic that they can achieve their ambitions
- Be resilient to the realities of living in deprived communities whilst they achieve their aspirations

Children as Citizens

Many of the issues that concern adults also concern children and young people such as quality of schools and education; crime and safety; bullying and the need for things to do outside the home and school.

Manchester has made good progress with engaging children and young people, turning a number of initiatives into a clear strategy with many elements that are beginning to demonstrate that children and young people are being systematically involved in decision making.

A range of innovative initiatives are being explored including the further development of Manchester's Young People's Council (MYPC) by enabling youth placements in Council departments, supporting the young person with a mentor, establishing the Manchester Young People's Council as a community/social enterprise company with benefits including strengthening an independent voice, creating employment opportunities for young people, creating youth led activity within communities and establishing intergenerational working between MYPC and adult community groups.

Outcomes from this programme will include:-

- Increased participation in debate and new solutions to existing problems
- Effective preparation for responsible citizenship
- Improved dialogue between children, parents, teachers and communities

Preventing Violent Extremism

The UK faces a terrorist threat currently rated as 'severe'. This poses a national threat and affects public confidence and feelings of safety.

Although, violent extremism only makes up for a small proportion of overall crime in Manchester, intelligence suggests that there are specific neighbourhoods, which pose a higher risk of nurturing such criminal activity. Manchester has been working with Peacemaker (a local voluntary organisation) to develop sophisticated approaches towards preventing violent extremism and these approaches complement the Association of Greater Manchester Authorities (AGMA) approach to Preventing Violent Extremism (PVE).

Outcomes from this programme, include: -

- Enhanced life opportunities for all communities including those vulnerable to, or at risk of extremism
- Strengthened community infrastructure and local leadership
- Effective engagement mechanism in place
- Increased confidence in public agencies
- Improvements in perception of personal safety and safety in neighbourhoods
- Increased community cohesion
- Increased sense of wellbeing and pride in self and community
- Lowered threat level locally and nationally

A range of innovative approaches and initiatives are being explored to help achieve the outcomes above. These include the development of a Muslim Community Mentoring Programme aimed at helping young Muslims to reach their full potential and play an active role within their local areas along with a demographical profiling database, which includes information about the diverse and multi ethnic Muslims living within the city.

Community Cohesion

Manchester is proud of being a multicultural and diverse city. It is recognised nonetheless that different communities have different needs and these have to be met in ways that do not exclude or alienate others.

Initiatives and action being taken through ward co-ordination, regeneration, safer neighbourhoods and community engagement are helping to build intelligence and understanding of communities. This in return is empowering communities to work with public and voluntary agencies to identify localised solutions to local problems and identify potential conflicts.

Manchester's approach is to ensure that the new challenges faced by migration and the potential impact on community cohesion are embedded into the activities delivering the Community Strategy. A Manchester Community Cohesion Steering Group (made up of public and voluntary sector representatives) is developing innovative work around welcoming new arrivals into the city, the development of a set of Mancunian values linked to building citizenship, a coherent approach to providing English for Speakers of Other Languages (ESOL) and translation provision and an early warning mechanism which enables the Partnership to identify potential tensions or challenges within communities or localities before they emerge. In addition, there are initiatives such as the development of Mancunian Agreements,

which will be used as a tool for encouraging local people to be involved in improving their city or local area. At the same time these agreements will enable local people to work jointly with services deliverers in finding local solutions to difficult local issues.

Outcomes from this programme will include: -

- Improved understanding about the make up of our diverse population
- Improved understanding of community cohesion
- Benefits of diversity in the city maximised
- Enhanced aspirations for communities and individuals
- Increased sense of wellbeing and pride

Green City

In order to keep climate change at a manageable level over the next 12 years, the city needs to reduce its CO2 emissions by a million tonnes (current emissions are 3.3 million tonnes per year and rising). No city in the UK has a climate change strategy that is truly a citywide strategy.

AGMA has agreed to establish an Environment Commission and a Climate Change Agency has been constituted as acting for the combined administrative area. A number of workstreams have been carried forward including an economic impact assessment to determine how we will minimise the economic impact and maximise opportunities from the climate change agenda, and development of the Multi-Area Agreement.

Outcomes from this programme will include:-

- Reduction in CO2
- Reduced fuel poverty
- New employment opportunities
- Reduced risk of ill health from weather extremes
- Secured energy supply

6. Improving Partnership Delivery

The LAA has provided the opportunity for the Manchester Partnership to focus on specific areas for improvement in partnership delivery. These will support the delivery of the LAA, drive a cultural shift for all organisations towards new ways of working and support the momentum of innovation in delivering local solutions to local issues. The areas for improvement are:-

- Commissioning
- Cultures and Values Supporting Neighbourhood Working
- Communications
- Partnership Governance

Improvement programmes for each of these areas are described below.

Commissioning

Public money can be more efficiently utilised if all partnership resources are aligned towards the desired outcomes of the LAA. The Partnership is exploring innovative ways of developing and implementing commissioning of services bringing together the many models of commissioning services already being used. Over the next three years the Manchester Partnership aims to:-

- agree a definition of commissioning
- describe a range of approaches and define what works best
- be an enabler of commissioning
- seek out, develop and implement innovative ways of commissioning
- create room for commissioning for innovation
- agree priorities for investment
- achieve 'added value' by aligning pooled resources and some mainstream funding
- make a measurable difference and demonstrate this through an evaluation framework and LAA indicators

It is recognised that the Partnership is at an early stage of exploring commissioning mechanisms that make the most efficient use of public money and also maximise local economic benefits. The anticipated outcome is that over the course of the LAA a most effective and innovative commissioning process will be articulated and put in place, bringing benefits to Partnership members and suppliers of services alike.

Cultures and Values Supporting Neighbourhood Working

A values-led approach to improvement is needed across public sector organisations, with some common values in order to foster a common culture. This is important so that the community strategy is delivered and improvements are delivered within the framework of and by staff working to a common set of values.

Three common value sets are of paramount importance -

- Neighbourhood-focused working – ensuring that improvements are made which are beneficial to neighbourhoods and to support the development of neighbourhoods of choice
- Customer focused delivery - good service delivery and improvements need to benefit individual residents, in addition to focusing on the neighbourhood in which they live.
- Aspiration and resilience – these are values which organisations and their staff need in order to make an impact within deprived areas where delivering services and improvements is often difficult.

Over the next three years, the values approach will be developed and taken forward across partner organisations. Joint values will be agreed, measures of success will be defined, practical approaches will be developed and taken

forward and staff will be supported to develop their styles of working so that common values are apparent in all organisations, their staff and the work they do to contribute to improvements and the delivery of the community strategy.

The values-led approach to improvement will be taken forward through the People Strategy.

Communications

Effective communication will ensure all partners are aware of their successes, good practices, innovations and areas where challenges have been overcome or where progress had been made. Elected Members and residents will be informed of work that is being done and how well we are achieving. When residents are consulted, they will know how their priorities have been taken forward by partners.

The outcomes from this programme will include:-

- a resourced partnership and city wide communication strategy
- a programme of communication events and activities
- improved planning and integrated service delivery resulting in better service performance and value for money
- greater transparency in partnership working to assist links to the local democratic process
- Better informed stakeholders and partners

Partnership Governance

Good governance arrangements will play a vital role in underpinning the delivery of the LAA and will ensure that all work undertaken is pursued in a transparent and accountable manner. Good governance ensures that public money is safeguarded, accounted for, and spent economically, efficiently and effectively. It improves the ability of the partnership to achieve its stated objectives and enables appropriate scrutiny and oversight from relevant stakeholders.

The outcomes from this programme will include a Partnership Governance Framework and Tool Kit that will:-

- Improve performance outcomes and resource deployment
- Improve local democratic accountability and oversight
- Improve collaboration among partners
- Effectively manage strategic and operational risks

6. The Manchester Partnership

The Manchester Partnership, formed in 2000, was restructured in 2006 to strength accountability and inclusion. Its structure includes the following bodies.

The Manchester Board

The non-executive Manchester Board, chaired by the Leader of Manchester City Council, shapes and drives the work of the entire partnership and challenges its contribution to improving the quality of life of residents. The Board meets quarterly and receives performance information and intelligence about the delivery of the Community Strategy and the LAA.

The Board receives the annual State of the City and State of the Wards reports which outline the changes taking place in the city. Through scrutiny of these reports, the Board identifies areas which require further attention by the Public Service Board. A recent example of this is residents' wages and aspiration and wellbeing which are now included in the LAA.

Non Executive Sub Group of Manchester Board

In view of the new statutory duties of the Council and its partners to have regard to the targets in the LAA in their mainstream functions, we will create a Non Executive Sub Group of Manchester Board. This will enable the Deputy Leader of the Council (Performance) and the Executive Member for Finance and Human Resources to engage with representatives from the key public sector partners on the resources and performance aspects of delivery of the LAA.

The sub group will enable the Partnership to strengthen its democratic linkages and will assist in preparations for future inspections like the Comprehensive Area Assessment which have a partnership wide focus, yet deliver a specific judgement on the Local Authority.

Public Service Board

The Public Service Board (PSB) reports to the Manchester Board on the delivery of the Community Strategy and LAA. The PSB comprises the most senior officers from key public agencies and co-ordinates work to ensure delivery of key partnership strategies.

The PSB receives quarterly performance reports and concentrates on actions that will deliver improvements in key areas. Each member of the PSB will oversee the delivery of the LAA and their accountabilities are highlighted in Appendix 1.

Core Thematic Partnerships

The role of the core thematic partnerships is to direct and co-ordinate activity to deliver the Community Strategy. The five core thematic partnerships are:-

- Economic Development Board (including Cultural Partnership and Transport Partnership)
- Children’s Board
- Adults Health and Wellbeing Board
- Sustainable Neighbourhoods Board
- Crime and Reduction Partnership Performance Board

Each thematic partnership includes Executive Members from the City Council to ensure democratic oversight of partnership activity. The Executive Members sitting on each thematic partnership are as follows:-

| <i>Thematic Partnership</i> | <i>Executive Members</i> |
|---|---|
| Economic Development Board | Executive Member for Employment and Skills |
| Cultural Partnership | Executive Member for Arts and Leisure |
| Transport Partnership | Executive Member for Environment |
| Children’s Board | Executive Member for Children’s Services |
| Adults, Health and Wellbeing Board | Executive Member for Adult Services |
| Sustainable Neighbourhoods Board | Executive Member for Neighbourhood Services |
| | Executive Member for Environment |
| Crime and Disorder Reduction | Deputy Leader (Performance) |

Ward Co-ordination and Overview and Scrutiny

Ward Co-ordination meetings in each of the city’s 32 wards support the delivery of the Community Strategy. Ward co-ordination is also supported by other local delivery arrangements including District Public Service Boards.

In Manchester, regeneration and public service improvement are integrated to ensure that growth in the economy feeds into improved quality of life for local residents. This process is facilitated by Strategic Regeneration Frameworks covering all areas of the city.

All Councillors can influence the delivery of the LAA through Ward Co-ordination, the above Executive Members and through the relevant Overview and Scrutiny Committees who maintain an oversight of thematic partnership or the Resources and Governance Overview and Scrutiny Committee who oversee all partnership activity.

Conclusion

The successful delivery of this LAA will lead to significant improvement in the quality of life of Manchester residents and will make the city a safer, greener and happier place for everyone who visits or works here. The LAA will drive innovation in public service delivery. Through new approaches to commissioning, services it will challenge old delivery models. It will place citizens and service users at the heart for public service delivery. It will recognise and support the vulnerable in our communities, the young and the old, people from all communities and backgrounds. The LAA is more than just a performance agreement. It is a manifesto for change to challenge, and support, all public services in the city.

Manchester State of the City Framework with Public Service Board Accountabilities

Bold text designates indicators where targets have been agreed with Government. All targets are agreed locally. Where baseline column indicates data is awaited, this will be available by 31 March 2008.

Level 1

| Priority Area | Indicator |
|-------------------------------|--|
| Larger population | ONS overall population |
| Wealthier | GVA (Gross Value Added) Median Incomes Gap between the average resident wage and average workplace wage compared to core cities |
| Living Longer Healthier Lives | Life expectancy male – gap in life expectancy for Men in Manchester and the England average Life expectancy female – gap in life expectancy for Women in Manchester and the England average |
| Happier Lives | Universal measure of well-being - Life Satisfaction - All things considered, how satisfied are you with your life as a whole nowadays? |
| Demographic mix and diversity | ONS population estimates (age, gender and ethnicity) Primary school population |
| Stability and Cohesion | Increase owner occupied The percentage of people who feel that their local area is a place where people from different backgrounds can get on well together Percentage change in Council tax payers and percentage housing benefit recipients as a measure of sustainability |

Level 2 and 3

Economic Growth

| Priority area | NI number | Definition | Baseline (year) | 2008/9 Target | 2009/10 Target | 2010/11 Target | PSB Accountability |
|---|-----------|---|----------------------------|---------------|----------------|----------------|---|
| Enable residents to access jobs | | No increase in congestion for the forecast increase in throughput (person miles) of 1.5% on the routes by the end of LTP2. If the change in throughput proves to be greater than forecast, then we aim to achieve a change in the congestion indicator 1.5% points lower (LTP2) | Indicator Under Discussion | | | | GMPTE PSB Representative |
| | 176 | Working age people with access to employment by public transport (and other specified modes) | Indicator Under Discussion | | | | Deputy Chief Executive (Regeneration), MCC |
| Business Growth | 171 | Number of annual VAT registrations (number per 10,000 resident population aged 16+) | Awaiting data | | | | Deputy Chief Executive (Regeneration), MCC |
| | | GVA (across 5 districts) (MAA) | Awaiting data | | | | Deputy Chief Executive (Regeneration), MCC |
| Tacking a lead in developing a green city | 186 | Per Capita CO2 Emissions on LA area | 7.3 tonnes (2004/5) | | | | Strategic Director, Neighbourhood Services, MCC |

Reaching Full Potential in Education and Employment

| Priority area | NI number | Definition | Baseline (year) | 2008/9 Target | 2009/10 Target | 2010/11 Target | PSB Accountability |
|---|-----------|---|-----------------|---------------|----------------|----------------|-----------------------------------|
| Routes into work for Young People | 117 | Proportion 16-18 Not in Education Employment or Training | 9.6% (2006/7) | | | | Director Children's Services, MCC |
| | 80 | Level 3 qualifications by age 19 | Awaiting data | | | | Area Director, LSC |
| | 110 | Young peoples participation in positive activities | Awaiting data | | | | Director Children's Services, MCC |
| | | NEETs by ward | Awaiting data | | | | Director, Children's Services |
| | | Participation in apprenticeships (16-18 and 19+) | Awaiting data | | | | Area Director LSC |
| Residents' wages and skills | 163 | Working age population qualified to at least Level 2 or higher (MAA) | Awaiting data | | | | Area Director, LSC |
| | | Working age population qualified to at least level 3 (MAA) | Awaiting data | | | | Area Director LSC |
| | | Learners achieving level 1 qualification in literacy | Awaiting data | | | | Area Director LSC |
| | | Learners achieving entry level 3 in numeracy | Awaiting data | | | | Area Director LSC |
| Reducing unemployment and increasing employment | | % of people where health affects the work they can do | Awaiting data | | | | Chief Executive, Manchester PCT |
| | | Number of people self employed | Awaiting data | | | | District Manager, Job Centre Plus |
| | 151 | Overall employment rate (MAA) | Awaiting data | | | | District Manager Job Centre Plus |

| Priority area | NI number | Definition | Baseline (year) | 2008/9 Target | 2009/10 Target | 2010/11 Target | PSB Accountability |
|---------------------------------------|-----------|--|-----------------------------|---------------|----------------|----------------|---|
| | 152 | Number of residents claiming out of work benefits | Indicator Under Discussion | | | | District Manager Job Centre Plus |
| Educational attainment and attendance | 61 | Timeliness of placements of Looked After Children for adoption following an agency decision that the child should be placed for adoption | 84% (2006/7) | | | | Director Children's Services, MCC |
| | | Number of Looked After Children (excl Unaccompanied Asylum Seekers) | 1346 (2006/7) | | | | Director Children's Services, MCC |
| | | Rate of permanent exclusions from schools | Awaiting data | | | | Director Children's Services, MCC |
| Children's health | 50 | Emotional Health of Children | Awaiting data | | | | Director Children's Services, MCC |
| | 112 | Under 18 Conception rates | 62.7 (2006/7 provisional) | | | | Chief Executive, Manchester PCT |
| | 56 | Childhood obesity in year 6 | M 23.9% F 21.6% (2006/7) | | | | Director Children's Services, MCC |
| | | Substance misuse by young people | Awaiting data | | | | Rate of permanent exclusions from schools |
| Family Poverty | 116 | Proportion of children living in poverty | Awaiting data | | | | District Manager, Job Centre Plus |
| Healthy Lifestyle | 120 | All age all cause mortality | M 997 F 659.9 (2004-6) | | | | Chief Executive, Manchester PCT |

| Priority area | NI number | Definition | Baseline (year) | 2008/9 Target | 2009/10 Target | 2010/11 Target | PSB Accountability |
|--------------------------------|-----------|--|------------------------------------|---------------|----------------|----------------|-----------------------------------|
| | 121 | Reduce mortality rate by two-fifths by 2010 from 1995-97 baseline – Circulatory | 124.6 (2004/6) | | | | Chief Executive Manchester PCT |
| | 122 | Reduce mortality rate by one-fifth by 2010 from 1995-97 baseline. – Cancers | 156.8 (2004/6) | | | | Chief Executive Manchester PCT |
| Statutory Targets for Children | 73 | L4 or above KS2 English and maths | Awaiting confirmation of baselines | | | | Director, Children's Services MCC |
| | 92 | Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest | Awaiting confirmation of baselines | | | | Director, Children's Services MCC |
| | 72 | Achievement of at least 78 points across the EY foundation stage with at least 6 in each of the scales in Personal Social and Emotional Development and Community, Language and Literacy | Awaiting confirmation of baselines | | | | Director, Children's Services MCC |
| | 95 | KS2-3 progression English | Awaiting confirmation of baselines | | | | Director, Children's Services MCC |
| | 96 | KS2-3 progression maths | Awaiting confirmation of baselines | | | | Director, Children's Services MCC |
| | 97 | KS3-4 progression English | Awaiting confirmation of baselines | | | | Director, Children's Services MCC |
| | 93 | KS1-2 progression English | Awaiting confirmation of baselines | | | | Director, Children's Services MCC |

| Priority area | NI number | Definition | Baseline (year) | 2008/9 Target | 2009/10 Target | 2010/11 Target | PSB Accountability |
|---------------|-----------|---|------------------------------------|---------------|----------------|----------------|-----------------------------------|
| | 94 | KS1-2 progression maths | Awaiting confirmation of baselines | | | | Director, Children's Services MCC |
| | 74 | L5 or above KS3 English and maths | Awaiting confirmation of baselines | | | | Director, Children's Services MCC |
| | 83 | L5 or above KS3 science | Awaiting confirmation of baselines | | | | Director, Children's Services MCC |
| | 98 | KS3-4 progression maths | Awaiting confirmation of baselines | | | | Director, Children's Services MCC |
| | 99 | LAC L4 KS2 English | Awaiting confirmation of baselines | | | | Director, Children's Services MCC |
| | 100 | LAC L4 KS2 maths | Awaiting confirmation of baselines | | | | Director, Children's Services MCC |
| | 101 | LAC KS4 5 A-C (including English and maths) | Awaiting confirmation of baselines | | | | Director, Children's Services MCC |
| | 75 | KS4 5 A-C (including English and maths) | Awaiting confirmation of baselines | | | | Director, Children's Services MCC |
| | 87 | Secondary school persistent absence rate | Awaiting confirmation of baselines | | | | Director, Children's Services MCC |

Individual and Collective Self-Esteem and Mutual Respect

| Priority area | NI number | Definition | Baseline (year) | 2008/9 Target | 2009/10 Target | 2010/11 Target | PSB Accountability |
|----------------------|-----------|--|-----------------------|---------------|----------------|----------------|---|
| Build Social Capital | 5 | Residents' satisfaction with their neighbourhood as a place to live | 64% (2006/7) | | | | Deputy Chief Executive (Performance), MCC |
| | 6 | Volunteering | 8% (06/07) | | | | Deputy Chief Executive (Performance) MCC |
| | | Electoral turnout | 28.35% (2007 - local) | | | | Deputy Chief Executive (Performance) MCC |
| | 4 | People who believe they can influence decision making | 39 % (06/07) | | | | Deputy Chief Executive (Performance) MCC |
| | 119 | Overall self reported measure of health and well-being (need clarification of the exact measure – may be same as QofL survey 07) | Awaiting data | | | | Deputy Chief Executive (Performance) MCC |
| | | Overall satisfaction with life as a whole nowadays | 75% (2007) | | | | Deputy Chief Executive (Performance) MCC |
| | 2 | Belong in neighbourhood | 66% (2007) | | | | Strategic Director, Neighbourhood Services, MCC |

| Priority area | NI number | Definition | Baseline (year) | 2008/9 Target | 2009/10 Target | 2010/11 Target | PSB Accountability |
|---------------------------------|-----------|--|----------------------------|---------------|----------------|----------------|---|
| | 8 | Adult participation in sport | 20.8% 2007 | | | | Deputy Chief Executive (Regeneration), MCC |
| Supporting vulnerable residents | 141 | Number of vulnerable people achieving independent living | Awaiting Data | | | | Strategic Director, Neighbourhood Services, MCC |
| | 135 | Carers receiving needs assessments or review and a specific carers service, or advice and information | Awaiting data | | | | Strategic Director, Neighbourhood Services, MCC |
| | 137 | Health life expectancy at age 65 | M 14.2 F 17.9 (2001) | | | | Chief Executive, Manchester PCT |
| Community Cohesion | 1 | People from different backgrounds who get on well together in their area | 77% 2006/7 | | | | Deputy Chief Executive (Performance), MCC |
| | | Turnover of council tax payers excluding those who move within the area | Available March 08 | | | | Deputy Chief Executive (Performance), MCC |
| | | Measure of diversity | Available March 08 | | | | Deputy Chief Executive (Performance), MCC |
| Localised/ personalised | 130 | Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets) | Awaiting Data | | | | Strategic Director, Neighbourhood Services, MCC |

| Priority area | NI number | Definition | Baseline (year) | 2008/9 Target | 2009/10 Target | 2010/11 Target | PSB Accountability |
|--|-----------|---|-----------------|---------------|----------------|----------------|---|
| services in partnership with residents and organisations | | Number of people who are able to take responsibility for directing their own care | Awaiting data | | | | Strategic Director, Neighbourhood Services, MCC |

Neighbourhoods of Choice

| Priority area | NI number | Definition | Baseline (year) | 2008/9 Target | 2009/10 Target | 2010/11 Target | PSB Accountability |
|--|-----------|--|-------------------------------|---------------|----------------|----------------|---|
| Access to services | 175 | Access to services and facilities by public transport, walking and cycling | Awaiting data | | | | Strategic Director, Neighbourhood Services, MCC |
| Quality Sustainable Physical Environment | 192 | Household waste recycled or composted | 20.6% (2006/7) | | | | Strategic Director, Neighbourhood Services, MCC |
| | 191 | Residual household waste per household | 743kg (2006/7) | | | | Strategic Director, Neighbourhood Services, MCC |
| | | Rate of improvement in ward environment scores | Awaiting data | | | | Strategic Director, Neighbourhood Services, MCC |
| Make communities safer | 15 | Serious violent crime rate | 980 (2006/7) | | | | Divisional Commander, GMP |
| | 16 | Serious acquisitive crime rate | 27,366 (2006/7) | | | | Divisional Commander, GMP |
| | 39 | Alcohol related hospital admissions (per 100,000 population) | M 809.31 F 346.57 (2005/6) | | | | Chief Executive, Manchester PCT |
| | 45 | Young Offenders engagement in education, training and employment | Indicator under discussion | | | | Deputy Chief Executive (Performance), MCC |
| | 35 | Build resilience to violent extremism | Awaiting Data | | | | Divisional Commander, GMP |

| Priority area | NI number | Definition | Baseline (year) | 2008/9 Target | 2009/10 Target | 2010/11 Target | PSB Accountability |
|-------------------------------|-----------|--|--------------------|---------------|----------------|----------------|---|
| | | Reduce ASB and crime of the greatest importance to local people and increase public confidence | Available Mid 2008 | | | | Deputy Chief Executive (Performance) MCC |
| | | Perceptions of ASB | 29% (2006/7) | | | | Deputy Chief Executive (Performance) MCC |
| | | Reduce re-offending in adults and young people | Awaiting data | | | | Divisional Commander, GMP |
| | 19 | Rate of proven re-offending by young offenders | Awaiting data | | | | Divisional Commander, GMP |
| Quality and choice of housing | 154 | Net Additional Homes provided | Awaiting Data | | | | Strategic Director, Neighbourhood Services, MCC |
| | | 50% home ownership by 2010/11 | Awaiting Data | | | | Strategic Director, Neighbourhood Services, MCC |
| | 155 | Number of affordable homes delivered | Awaiting Data | | | | Strategic Director, Neighbourhood Services, MCC |
| | 156 | No. households living in temp accommodation | Awaiting Data | | | | Strategic Director, Neighbourhood Services, MCC |
| | | Number of households accessing affordable housing | Awaiting Data | | | | Strategic Director, Neighbourhood Services, MCC |