

Manchester's Local Area Agreement 2008/09 – 2010/11



Powerpoint presentation

the Manchester Partnership

MANCHESTER CITY COUNCIL

Outline of presentation

- Introduction to Manchester's LAA
- What's different?
- Structure of Partnership: 'Team Manchester'
- Manchester's priorities and delivering change
- Improving Partnership delivery
- Role of elected members
- How will we measure success?



Introduction

- Manchester's Community Strategy
- The vision
- The route



Point 1 - The Local Area Agreement is the action plan for Manchester's Community Strategy. The Community Strategy was adopted in July 2006 after extensive consultation with residents, public service agencies, private enterprises, voluntary and community networks.

Point 2 - The strategy sets out the vision for a world-class city with a larger, happier, healthier, wealthier population by 2015 when citizens will live longer in diverse, stable and green communities.

Point 3 - The Local Area Agreement is one way in which that vision will be achieved.

Manchester's LAA

- It's a three-year plan to deliver our Community Strategy
- It drives partners to achieve targets related to our priorities
- It stimulates innovation
- It builds accountability and stronger relationships
- It forms a constructive relationship with the Government



Point 1 - The three-year agreement is between Manchester City Council, its partners and government. It was developed with all agencies in the partnership and it includes priorities and actions based on what residents and local intelligence told us were the most important things that must be done if the vision is to be achieved by 2015.

Point 2 - All the targets are measurable and the performance of partners in achieving those targets is reported on regularly. Transparency in delivery enables gaps to be identified at an early stage and any hurdles preventing targets being achieved can be identified. It keeps the LAA programme on track.

Point 3 - Manchester's issues are profound. We are getting better at resolving some of these, but we need to do so in new and different ways - and we achieve results faster. We need to be more innovative in the way we work and in the way we commission things.

Point 4 - Statutory changes this year now mean that ALL the partners are now accountable for their contribution to the targets. This strengthens our working relationship. The way we report on performance identifies partners that are failing to achieve for whatever reason.

Point 5 - Thanks to the LAA we now have an agreed consistent approach around what **WE** in the city think is important for Manchester.

What's different from the pilot LAA?

- Statutory backing – all partners must 'have regard' for the LAA targets
- Broader range of targets – some agreed with the Government and some agreed on local basis
- Funding
- Comprehensive Area Agreement: outcome focus



Point 1 - The 2006/7 pilot LAA gave us the opportunity to develop our priorities and ways of measuring. In April 2008 the 'refreshed' LAA came with statutory backing which helped to strengthen partner accountability and develop further joint working towards common goals.

Point 2 - A broader range of targets was developed. There is now a hierarchy of targets, starting with Level 1 at very high level (e.g. increase life expectancy) and leading to a new level - Level 4 where targets are much more closely related to what we do every day. These Level 4 'smaller' actions drive the bigger outcomes.

Point 3 - There is now effectively one 'big pot' out of which all local funding comes. This gives us more freedom and flexibility over how it is used.

Point 4 - The new Comprehensive Area Assessment will look at the same set of priorities as the LAA and will measure our performance against these.

Partnership structure 'Team Manchester'



This slide shows who is involved in the delivery of the **Local Area Agreement**.

The **Manchester Board** owns the actual agreement, while the **Public Service Board** acts as the management group.

A variety of other bodies are responsible for delivery against the targets.

Manchester Partnership – the people involved

- The non-executive **Manchester Board** drives partners' work and challenges their contribution to improving residents' quality of life.
- The **Public Service Board** makes sure that the targets set are being met, so that the vision for 2015 is achieved.
- The **Core Thematic Partnerships** focus on specific themes and targets, but work in a cross cutting way.
- The **Private Sector Engagement Group** is in development and, at present, is included on specific topics.
- The **Agenda 2010 Steering Group** ensures improved race equality is integral to all the work of the thematic partnerships.
- The **Performance and Resources Subgroup** analyses quarterly data and makes recommendations to the Public Service Board.

Delivering change



This illustration captures the concept of how change will occur in order to achieve the vision by 2015.

The three arrows at the centre of the diagram are the core drivers. They show how the aspiration for economic success, described on the left, can deliver the improved outcomes for Manchester people as described on the right. The arrows are called 'spines' because they form the framework for our priorities and they support the actions needed to address those priorities.

Looking at these in more detail:-

- The first of the three spines connects more local people to our economic success by supporting them to achieve their full potential through education, skills and employment.
- Recognising that as people reach their potential they often choose to leave the city, the third spine will build green sustainable communities where people choose to live and stay 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 – everyone has a part to play but some of people may need support so that they can play a fuller part than they currently do. In that context, partner agencies will facilitate and support individuals and communities to achieve their full potential, to raise ambitions and to develop mutual respect for themselves as individuals and their communities.

The outcome we seek is a happier, healthier, wealthier population.

Indicators and targets

These are linked to the spines diagram

- **Level 1** – high-level indicators
- **Level 2** – indicators most relevant to spines
- **Level 3** – partners' key actions
- **Level 4** – output and process-related actions



Point 1 - The framework for delivery is supported with actions and outcomes which are defined as Level 1 to Level 4 indicators. For example increasing life expectancy.

Point 2 - These are high level indicators relating directly to Manchester's vision for 2015. For example increasing the number of people giving up smoking for more than two years.

Point 3 - These are indicators that are most relevant to the delivery of the spines. For example increasing the number of people completing a course of smoking cessation and stopping smoking as a result.

Point 4 - These are partners' key actions related to the delivery of the spines. For example increasing the number of people attending one smoking cessation session.

Point 5 - These relate to inputs and processes that will lead to the outcomes defined in levels 1, 2 and 3.

Sustaining economic growth

Manchester – A World Class City



- Access to jobs via transport
- Business growth
- A green city

Sustainable economic growth is a precondition to the improvements outlined in the LAA and informs a number of specific targets within it. These include:

- The need to ensure transport links to jobs – any transport barrier which prevents people accessing jobs could slow the city's economy
- Business growth – some sectors (e.g. banking) are already very strong in the city. The Local Area Agreement aims to encourage and assist other sectors to develop and to compete in national and international markets
- Being green is an area where we want to be innovative, as well as meeting targets. The economic growth we hope for can mean greater CO2 emissions - we want to prevent that. Doing so will bring other benefits, such as lower taxes.

Education and employment

Manchester – A World Class City



- Routes into work for young people
- Resident wages, skills and employment
- Improving education attainment and attendance
- Positive parenting
- Health and wellbeing
- Cultural involvement to enable individual change

We already have growth in the city - but we know that residents are not yet properly 'plugged into' it.

-We know we want to make the transition from education into work smoother for young people

-We know that people who live and work in Manchester earn less on average than those who work here and who live outside the city's boundary – local residents need better skills to access better paid jobs in the city

-Educational attainment and attendance has already improved but there is a great deal more to do. We want to expand the range of educational opportunities available - for example apprenticeships

-We now have a parenting strategy in place and we are concentrating especially on parents with whom we have difficulty engaging. This will improve the outcomes for children and young people in the long term.

-Although life expectancy has improved over the last 10 years, it is still low compared with the rest of the country. Preventative initiatives such as cancer screening and smoking cessation continue to play a big part in our work.

-A series of projects under the heading of 'wellbeing' are looking at practical ways in which public services can work with local people to improve their lives.

Neighbourhoods of choice



Neighbourhoods of choice is about a number of different factors affecting people's decision as to where they live - and stay living. Many individuals or families move to surrounding districts as they increase their wealth, or as their aspirations for better living standards increase, and we need to reverse this trend.

To do so, we need cleaner streets, less crime and a more buoyant housing market which provides a choice of accommodation.

We know that progress is being made within our neighbourhoods. For examples fly-tipping is down and there has been a drop in violent crime and theft.

We are looking for 60% of properties in the city to be owner occupied by 2015, and for neighbourhoods to be 'balanced' and harmonious. To achieve this, a number of initiatives including shared ownership and flexible deposits are being looked at.

Locally focused services such as medical centres, children's centres and schools must be easily accessible to residents.

'Sense of place' and 'community pride' is about how people feel about their neighbourhood. These are linked to how much influence an individual feels they have. We want people to get involved in their neighbourhoods, to help them develop stronger links with their neighbours and their community.

Safer, cleaner and greener spaces will be delivered by initiatives such as the environmental business pledge, the 'In Bloom' competition and 100 Days. All these give people the tools they need to encourage them do their bit for their neighbourhood, to feel involved and part of their community. We need great parks and green spaces where people can meet and relax.

Building self-esteem and respect



The theme of mutual respect and self-esteem is a really important one if the aims of the Local Area Agreement are to be achieved. This critical strand of the Community Strategy supports all the others.

We want Manchester residents to have ambition – to expect more from their lives. We want to help them to achieve it. When we talk about happiness, it's not about telling people to 'cheer up', it's about recognising that the main goal of all public services is to help people lead content and fulfilled lives. But public services can only go so far in improving people's lives. For lives to be successful we also need to influence people's mindsets and ways of thinking which, in turn, influences what they do.

Building social capital is about re-engaging people so that they feel connected to their local community, that they feel they have a place in it, and want to add value to it and 'give something back'.

In relation to community cohesion, our research with residents tells us that people from different backgrounds in Manchester do get on, but this isn't something we are ever complacent about. We positively support community cohesion.

At the same time, we support vulnerable residents and are doing so by developing localised and personalised services.

Partnership delivery

- Innovation – to speed up improvement
- Resources – to make full use of all we have
- Improve partnership working to do better at:
 - Commissioning
 - Communication
 - Value led improvement
 - Partnership governance

The delivery of the LAA is not just about targets and outcomes. It's also about making sure that the Partnership works better – more efficiently and effectively.

We need big ideas and innovative ways of working to speed up improvement.

We need to make full use of any flexibility in the LAA to allocate area based resources in alignment with LAA objectives.

We need to improve commissioning of services across the Partnership to deliver the LAA outcomes. We need to tell partners, Councillors, residents what is being done and ask them to tell us what they think. We need to listen to what they say.

We need neighbourhood focused improvements and customer focused improvements that lead to feelings of hope and wellbeing.

We need governance systems and processes that will improve transparency and accountability of partners.

Role of elected members

- Community leadership
- Neighbourhood focus
- Thematic leadership
- Overview and scrutiny



The new LAA is based around a clear recognition of the democratic role of MCC in leading the Manchester Partnership, with important political roles for councillors in leadership, strategy development, scrutiny, and neighbourhood representation. This should make our links with elected members stronger.

Point 1 - The Council's Leader is on board with the LAA and this helps to influence the other organisations in the Partnership.

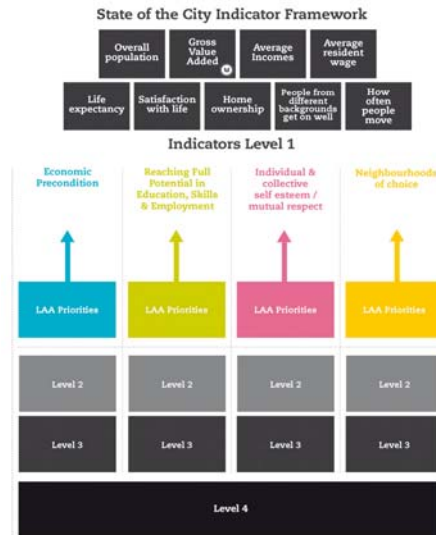
Point 2 - Working with members helps to make sure the LAA is linked to ward plans and that it is having an impact in the right place. Councillors have a vital leadership role and with ward support officers supporting councillors to provide this leadership, connecting services and partnerships at neighbourhood level must be improved.

Point 3 - All the thematic partnerships have executive members on them and they hold partners to account for delivering the LAA.

Point 4 - Through these committees oversight of the core thematic partnerships and the Partnership as a whole is effected.

Measuring Success: State of the City

2015 Vision



This last slide shows how all the elements of the Local Area Agreement fit together. It shows the hierarchy of measure in place to monitor its success and the standard ways of reporting this.

Each year the State of the City report is produced and is made available to partners and public through the website www.manchesterpartnership.org.uk

By analysing our performance we can see where extra work needs to be done and we can identify any new trends that may affect our priorities.

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Do you have any questions.....?