

Manchester's Local Area Agreement

2008/09 – 2010/11 Summary



What it's all about

Agreeing priorities, setting targets

Our Local Area Agreement (LAA) is a three-year agreement between Manchester City Council, our partners and the Government. The agreement identifies priorities that most affect the lives of Manchester people. Achieving these targets will substantially raise the performance of the city in relation to other cities.

Manchester's LAA has been developed and agreed with all Manchester Partnership's agencies – our Local Strategic Partnership. This includes elected members of the Council, public agencies (such as the police and NHS), private enterprise, community and voluntary organisations, and residents.

Being accountable

One of the aims of the LAA is to make the organisations responsible for improving the quality of life in Manchester. Each partner has to think about what impact their actions or services might have beyond their obvious direct activity, and how they might contribute to the city's main

aims. The current LAA is the first one in which new legislation will hold all partners to account for the targets they are helping to achieve.

The Manchester Partnership recognises the need to tailor services and support to the needs of particular communities – either specific areas, or specific groups of people (this is often referred to as neighbourhood focus). The way the LAA is linked to ward plans means that it is more accountable to neighbourhoods, so it is more likely to reflect and address local issues. This is also supported by Strategic Regeneration Frameworks for each district of the city (which look at longer-term goals for areas of the city where regeneration is most needed or already underway, for example in east Manchester) and each district's administrative arrangements.

This LAA is Manchester's delivery plan for the next three years of the Community Strategy 2006-2015. It is not just a way of holding organisations responsible for what does and doesn't get done. It encourages organisations to work

together in a way that ensures the Manchester vision for happier healthier and wealthier residents who live longer is more likely to be achieved.

Achieving the vision for our city

Our Community Strategy – The Manchester Way – sets out our vision and the framework for its achievement.

By 2015 Manchester 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 from, 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.

The greatest challenge now lies in helping residents to benefit from the opportunities this strength will bring. Too many residents still face the challenges of social deprivation, including low incomes, unsuitable housing, poor health, low skills and high crime. The latest Index of Multiple Deprivation ranks Manchester as the fourth most deprived area in England.

However, there has been significant progress. The Manchester Partnership has made real improvements in educational achievement, health, transport and crime reduction in recent years, and these provide a solid foundation for the scale of the tasks that lie ahead if we are to realise our ambitions.

Overcoming Manchester's challenges

The size, scale and range of challenges in our city are large. In spite of Manchester's fast-growing economy and significant levels of private investment, with 45,000 new jobs created in the past six years and forecasts suggesting there could be over 150,000 new jobs in the city region over the next 15 years, Manchester continues to suffer from severe levels of deprivation. However, over the past

three years deprivation has been reduced at a faster rate than elsewhere, but this has only moved the city from the third most deprived district in the country to the fourth. The purpose of our LAA is to increase the affluence of Manchester people more quickly.

Manchester's historic problem of large numbers of people not working and low skill levels is evident in many of our communities. Creating neighbourhoods where people choose to live, rather than be there because they have no choice, is a priority. Our big challenges are to tackle head-on the problems of worklessness, health inequalities, crime and antisocial behaviour, low education attainment, poor housing conditions and lack of skills development – all areas where our performance lags behind national averages.

Delivering change

Extensive consultation around Manchester's Community Strategy for 2006-2015, together with a huge amount of information about the city, was used to create the focus for the Manchester Partnership.

This showed that the key to creating the world-class city we all want is:

- maintaining economic growth
- enabling people to reach their potential through education, skills and employment
- creating neighbourhoods where people want to live, and stay long term (ie. they don't 'move on' when they can afford to)
- working with communities to encourage mutual respect.

None of these can be achieved on their own: they are linked and interdependent, and their whole is much greater than the sum of their separate parts. They are the drivers that shape our priorities.

This method of delivery adopted by the Manchester Partnership is illustrated overleaf.

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 of our priorities, and support the actions needed to address those priorities. 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 is to 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.

Partner agencies will facilitate and support individuals and communities to achieve their full potential, to raise their ambitions, and to have mutual respect both for themselves and their communities.

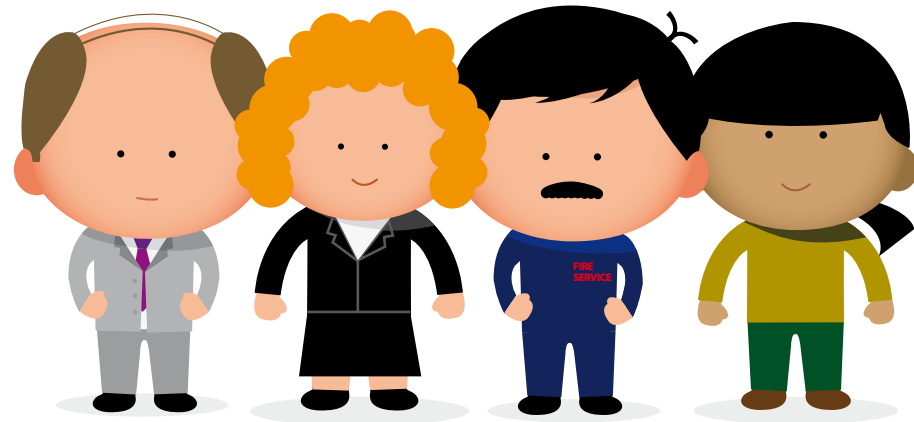
Manchester – A World Class City



Agreeing Manchester's priorities

This LAA defines our shared priorities for Manchester and it sets clear targets and a process for monitoring progress. The LAA priorities identified are those that over the next three years will have the biggest impact in the spines of the Community Strategy. These priorities are also informed by the views expressed by residents and community organisations, and from looking at how the city compares with others on important social, environmental and economic issues.

Our priorities are about doing more to reduce deprivation. Within our priority areas there are a number of 'specific challenges', which the partnership is seeking to tackle in innovative ways.



Priorities

sustainable economic growth

Priority: access to jobs via transport

Priority: business growth

Priority: a green city (specific challenge study)

Manchester plays a key role in driving the city region's economy and we will continue to use our economic assets to enhance our competitive position.

The prerequisite to better outcomes for Manchester people is sustaining the success of the city's economy. This economy is subregional 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 has provided a platform for a Multi-Area Agreement (MAA). This is being developed with the Association of Greater Manchester Authorities (AGMA), the focus being on productivity, skills and employment. This LAA has been designed to align with and support the MAA.



Priorities

reaching full potential in education, skills & employment

Priority: Routes into work for young people

Priority: Raising resident wages and skills and increasing employment (specific challenge study)

Priority: Improving education with better attainment and attendance

Priority: Supporting positive parenting

Priority: Promoting health and wellbeing

Priority: Encouraging cultural involvement to enable individual change



Priorities

neighbourhoods of choice

Neighbourhoods that meet the needs of residents and that are attractive to new and former residents are essential if we are to continue to stimulate the regeneration and renewal of our city.

Priority: Quality sustainable physical environment

Priority: Safer communities (specific challenge studies: Preventing violent extremism and preventing gun and gang crime)

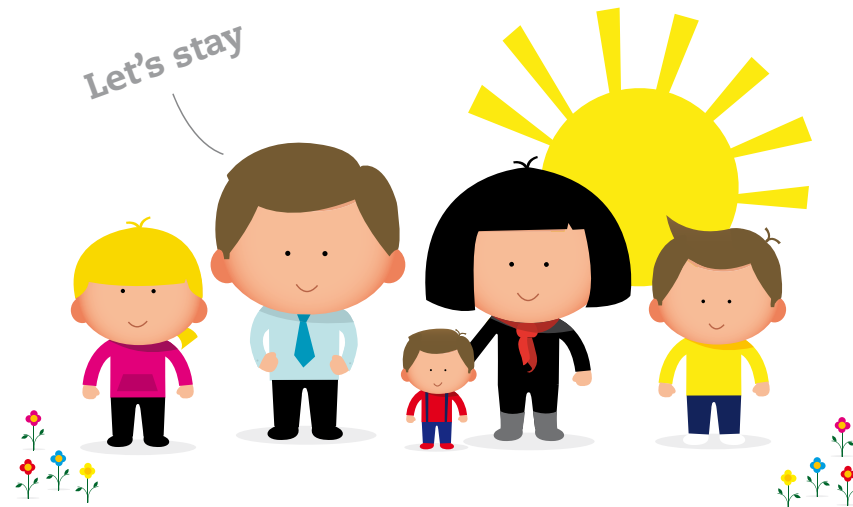
Priority: Quality and choice of housing

Priority: Developing locally focused services

Priority: Encouraging and supporting cultural activities to promote local ownership of neighbourhoods

Priority: Developing a sense of place and community pride

Priority: Everyone making Manchester feel safer, cleaner and greener



Priorities

individual and collective self-esteem & mutual respect

Priority: Promoting aspiration, wellbeing and happiness (specific challenge study)

Priority: Build social capital

Priority: Supporting vulnerable residents

Priority: Promoting and supporting community cohesion (specific challenge study)

Priority: Developing localised and personalised services in partnership with residents and organisations (specific challenge study: Children as Citizens)



Neighbourhood focus and community leadership

To ensure all citizens in Manchester can enjoy the benefits of a successful city, we are constantly working to increase our understanding of our communities and how the priorities in the Community Strategy can focus improvement in all areas of the city.

Over the past five years we have moved from a small area approach to a more effective integrated approach at the subcity level through the development of Strategic Regeneration Frameworks (SRFs), which articulate a 10–15 year vision for each district based on the different needs and interests of local communities.

The community leadership role of elected councillors, underpinned by the local democratic process, is vital to our partnership delivery. The Leader of the Council, as chair of the Manchester Board, and other Executive Members of the Council, as members of the five core thematic partnerships, hold partnerships to account for delivery of this LAA.

All councillors have a vital local leadership role in enabling local participation and advocating the needs and interests of all communities in their wards. Ward co-ordination supports councillors to provide this leadership connecting services and partnerships at a local neighbourhood level.

An annual report on outcomes at the neighbourhood level – The State of the Wards Report – will enable councillors to more effectively challenge service delivery to ensure that public services meet the needs and aspirations of residents in their areas.

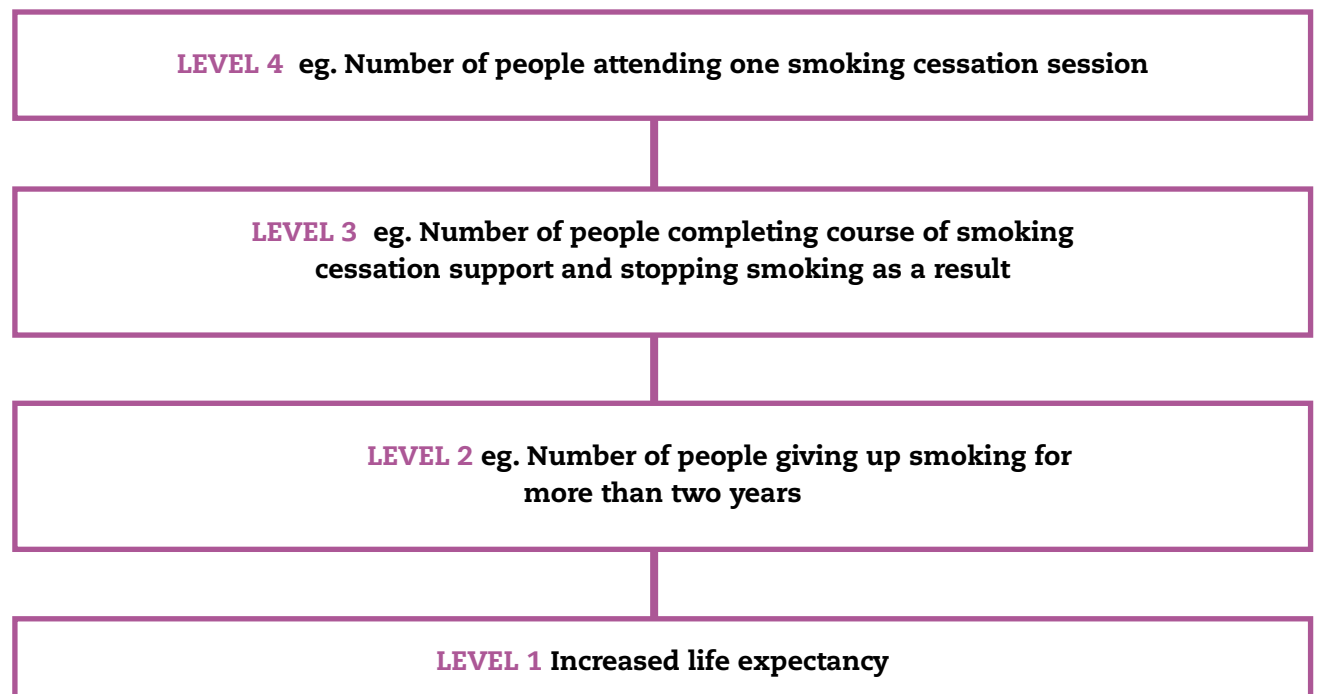
Agenda 2010 – promoting race equality

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 roadshows in local communities and the biennial Manchester Conference.

How we will know it is working

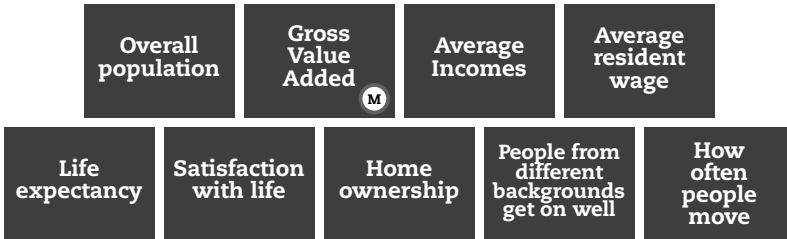
The spines of the Community Strategy and the priorities outlined within this document are measured by State of the City indicators. Measurement against these indicators will help us to understand better the impact all partners have on improving the outcomes for Manchester. Performance against the State of the City indicators framework is reported annually to the Manchester Board, the Executive and Overview and Scrutiny Committees of the Council through an annual State of the City report.

The indicators are broken down into four levels: Level 1 consists of high-level indicators that relate directly to our agreed vision for 2015; Level 2 consists of indicators most relevant to the delivery of the elements of the Community Strategy, or spines; Level 3 indicators are linked to thematic partnerships' key actions to deliver the spines; and those in Level 4 are more flexible, and not yet set in stone, but aim to measure the types of things we do every day (eg. the number of people attending a smoking cessation session). We will aim to develop robust measurements and include these as targets in the first annual evaluation of this agreement.

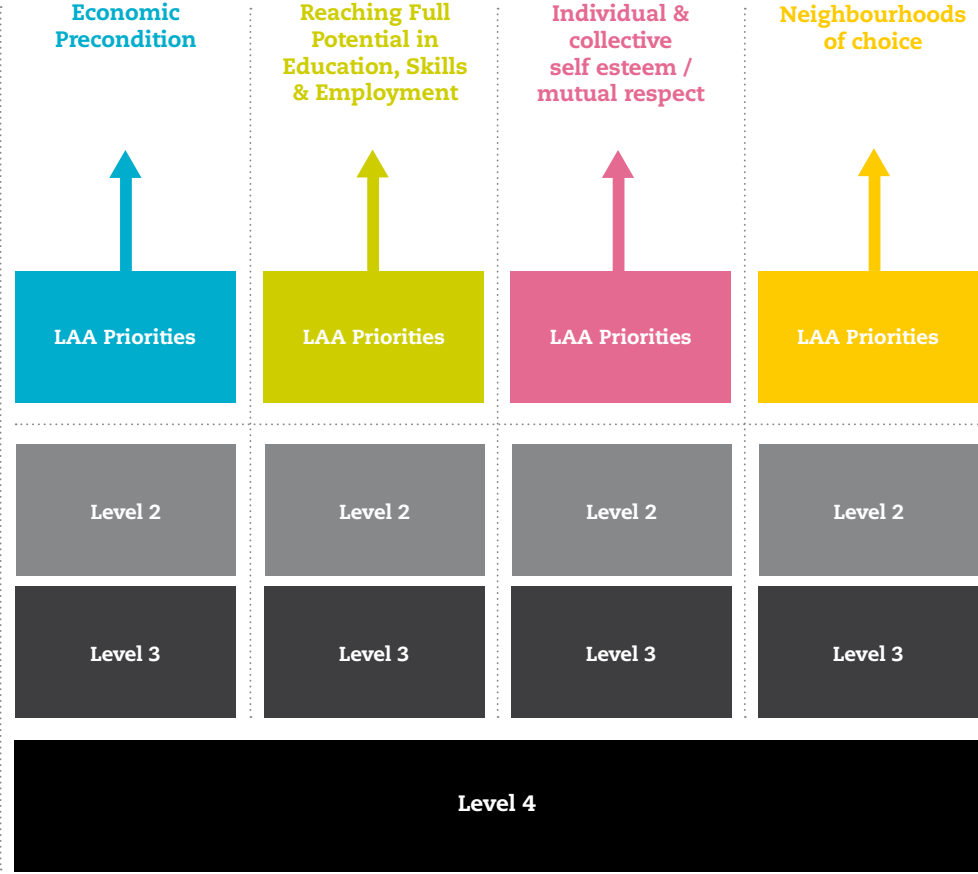


2015 Vision

State of the City Indicator Framework



Indicators Level 1



Performance against Level 2, 3 and 4 indicators is reported quarterly to the Partnership's Public Service Board and the Resources and Governance Overview and Scrutiny Committee of the Council.

Our LAA targets are further distinguished as designated and non-designated targets. The former are up to 35 targets agreed with the Government and chosen from a list of 198 national performance indicators. Non-designated targets are those negotiated and agreed locally with partners, with no involvement from the Government. Both designated and non-designated targets are to be achieved through partnership working. Public service partners have a duty to consider the targets of this LAA in their mainstream functions, and this represents a major opportunity to strengthen accountability and further develop joint working towards common goals. In choosing these LAA indicators, we have considered those where there is a strong correlation with the 38 indicators in the Index of Multiple Deprivation (IMD) 2007.

Neighbourhood Partnerships Co-ordinated through Ward Co-ordination

Core Thematic Partnerships



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.

Agenda 2010 Steering Group ensures improved race equality is integral to all the work of the thematic partnerships.

Performance and Resources Subgroup analyses quarterly data and makes recommendations to the Public Service Board.

