Coventry LAA

Front Cover

"The council provides effective community leadership for the city. This is reflected in the way that it has worked as part of the Coventry Partnership, the local strategic partnership, to develop a second community plan for the city. The council has been effective without dominating the partnership. The plan is based on extensive consultation in the city. It sets out a realistic vision to 2010 based on eight themes, jobs and the local economy; environment; health/wellbeing; community safety; equalities and communities; learning and training; housing; and transport. It has a good track record of working effectively with partners to build cohesive and sustainable communities".

Coventry City Council CPA Corporate Assessment
Audit Commission, June 2004

"The Coventry Partnership has made good progress during 2003/4 and continues to head in the right direction. Few of the floor targets are posing much of a concern at a City wide level. The challenge for Coventry is to further improve its performance against national targets by ensuring improved delivery in priority neighbourhoods".

Coventry Partnership Annual Review 2003/04
Government Office West Midlands, August 2004

"The signs are good for the future…The Council is clear about what it still needs to do…Plans and strategies focus on the remaining areas of weakness. This is a strong indication that the Council will continue to improve and become the type of organisation that will support the vision for the future of the city".

Coventry City Council Audit & Inspection Letter 2003/04
Audit Commission & PricewaterhouseCoopers LLP, January 2005

Progress Through Prevention

A Local Area Agreement
for Coventry

Proposal to
Government Office West Midlands
February 2005

Coventry City Council
Coventry Partnership

Contents

Progress Through Prevention - A Local Area Agreement for Coventry

1 Introduction

1.1 Coventry City Council and the Coventry Partnership (the city's Local Strategic Partnership) welcome this opportunity to submit proposals for a Local Area Agreement. The work within this document has been based on existing or developing plans and strategies within the city but the LAA will enable us to "fast forward" more integrated and effective services and achieve greater impact.

1.2 We have called our proposal "Progress Through Prevention". We see prevention as the key to improvement in all three LAA service blocks and to the overall goal of the Coventry Partnership – "Improving Quality of Life for Everyone in Coventry".

1.3 This introductory section includes information about:
- our overall approach to the LAA and our aspirations for its future development in the medium term
- its links with existing planning processes and the Local Public Service Agreement
- arrangements for involving relevant stakeholders and obtaining necessary permissions
- proposed performance management arrangements
- reasons for selecting initial outcomes.

1.4 Detailed proposals for each of the three LAA blocks are shown in appendices 3, 4 and 5.

2 Our Overall Approach

2.1 The Central/Local Partnership Shared Priorities are already closely reflected in the City Council's Corporate Plan and in the Coventry Community Plan, devised by the Coventry Partnership. The Community Plan was launched in December 2003 and runs until 2010. It is therefore proposed that the first LAA should span a five year period from 2005 - 2010, with a major review and resubmission in late 2005/early 2006 and annual reviews thereafter.

2.2 The Coventry Community Plan has eight themes:

- *Jobs and our local economy*
- *Health/Well-being*
- *Environment*
- *Community Safety*

- *Equalities and Communities*
- *Learning and Training*
- *Housing*
- *Transport.*

2.3 The GOWM annual review for 2003/04 awarded the Coventry Partnership an overall "Green" traffic light assessment. It noted that the Partnership has effective leadership at Board level and continues to benefit from the committed support of local partners in achieving its aims. (Further information about the Coventry Partnership and the Community Plan is shown in Appendix 1).

2.4 The Partnership proposes to build on these strengths and to use the LAA to develop and enhance the existing community strategy. In particular it sees the LAA as an opportunity to improve local services and increase community participation by:

- allowing greater flexibility at local level to use public funds in the way that best meets local and national priorities

- simplifying joint working between local authorities, other public sector organisations and local offices of government departments and further facilitating the pooling of budgets

- bringing a more local perspective to the relationship between central government and local publicly funded bodies through an enhanced role for Government Offices.

2.5   In particular, the Partnership believes that more flexible use of public funding will enhance the sustainability of the Community Plan and enable partners to place a greater emphasis on prevention rather than remedy.   This may be particularly the case where improved services, requiring additional expenditure by one public sector partner, lead to savings by one or more others.   The potential ability to recycle these savings to maintain the improved services is a clear potential benefit from the LAA.

2.6   The City Council's Corporate Objectives directly feed into and work with the Community Plan. One of the Objectives is to "Work in partnership to deliver the Coventry Community Plan".

2.7   The proposals in the LAA will be further developed when negotiations resume on Coventry's submission for its second Local Public Service Agreement. In accordance with the LPSA procedures this has been submitted by the City Council but the bid is based entirely on the outcomes in the Coventry Community Plan and has been developed though close working with the Coventry Partnership.

2.8   Initial feedback on the LPSA submission was not received from the ODPM until 3 February 2005 and it is clear that detailed negotiations will now need to take place after the LAA has been signed.   It is envisaged that the LPSA will focus on detailed targets to support the broader outcomes in the LAA.

3   Focusing on Fundamentals

3.1   Whilst built around the three main blocks established for LAAs nationally - Children and Young People; Safer and Stronger Communities; and Healthier Communities and Older People - Coventry's Local Area Agreement will achieve coherence through being based on the existing Community Plan. The intended outcomes for the Plan are shown in Appendix 1.

3.2   Positive relationships already exist between sectors and agencies in Coventry at a senior level and these have been further enhanced by the opportunity to work together on this LAA proposal. We have reviewed existing strategies and objectives and how we could make better use of our funding, part generated by government, part generated locally. Our conclusion has been that, despite very positive working within the existing frameworks, the city's public services still face major challenges in regard to achieving some fundamental improvements for key groups in the population. While we have included a range of potential indicators we believe it is imperative that we focus on some key outcomes.   These relate to

- **Getting children and young people to attend school**
- **Enabling children to live in a family situation**
- **Reducing the number of criminal offences**
- **Reducing smoking levels**
- **Keeping older people out of hospital**

- **Improving people's satisfaction with their neighbourhoods.**

3.3 Our work will be underpinned by an overriding commitment to promoting greater equality and overcoming disadvantage. We have therefore adopted the DFES' five outcomes for children plus one of our own (*"Having supportive family, friends and communities")*, as key outcomes for all our service blocks as they link so well to every group in the community and to our Community Plan themes. The table in Appendix 2 shows some of the main links and relationships.

3.4 Joint tasking and joint commissioning will be fundamental to success in each of the three service blocks. Partners in the city are already aligning their resources to make them go further. A major impact has been made on hospital discharges by joint co-ordination of resources. The Community Safety Partnership has a well-established joint commissioning group related to drugs services. The Children and Young People's Strategic Partnership is employing a jointly funded Strategic Commissioning Manager.

3.5 The LAA has opened up many new possibilities for expanding this approach and significant further developments are expected in the months following the signing of the agreement. The Council, CV One (the city centre company) and the Whitefriars Housing Group are now engaged in detailed discussions about how the sharing of community knowledge and information about crime and the alignment of financial resources can lead to improved deployment of street services staff, housing staff and neighbourhood wardens. This has the potential for creating a major impact on the overall quality of the city's environment and reducing crime and the fear of crime.

4 Shared Assumptions

4.1 A number of "Shared Assumptions" run throughout all of the proposals. Some of the these are reflected in specific headings in an individual service block and/or an existing Community Plan theme, but have a wider application. Others are not specifically expressed in an individual service block but are important in terms of the overall approach to putting together this Local Area Agreement. These seven "Shared Assumptions" can be summarised under the headings:

- Prevention
- Neighbourhoods and Communities
- Community cohesion

- Regeneration
- Empowering communities
- Supporting Families
- Raising aspirations

4.2 Prevention

4.2.1 The title "Progress Through Prevention" encompasses the aims of preventing decline, preventing waste of resource and intervening before serious problems arise - whether it be in a neighbourhood, in the lives of a family or in the health of young or elderly people. Many of the approaches to service delivery are about achieving more by prevention.

4.3 Neighbourhoods and Communities

4.3.1 Neighbourhoods will continue to be a key focus for the LAA as they have been in Council and Partnership working. This will be reflected in:

- analysis of performance against key outcomes by neighbourhood
- focus on specific priority areas such as Foleshill, Hillfields and the North East
- continued links between mainstream funding and specific regeneration programmes such as New Deal for Communities, Neighbourhood Renewal Fund, Coventry and Nuneaton Regeneration Zone
- testing of impact in different neighbourhoods through mechanisms ranging from feedback from elected ward councillors, output of the Community Research Service (CRES), feedback from community organisations and the Community Empowerment Network and residents' groups, co-ordinated consultation across the city, etc
- differential input by the neighbourhood services of all the key public sector agencies.

4.3.2   Over one hundred languages are spoken in the city. Ethnic and cultural backgrounds in Coventry are many and various, as shown below;

Ethnic Group	Coventry	West Midlands	England
All people	**100.0%**	**100.0%**	**100.0%**
White	**84.0%**	**88.7%**	**90.9%**
British	78.3%	86.2%	87.0%
Irish	3.5%	1.4%	1.3%
Other White	2.2%	1.2%	2.7%
Mixed White	**1.7%**	**1.4%**	**1.3%**
White and Black Caribbean	0.8%	0.8%	0.5%
White and Black African	0.1%	0.1%	0.2%
White and Asian	0.5%	0.3%	0.4%
Other Mixed	0.3%	0.2%	0.3%
Asian or Asian British	**11.3%**	**7.3%**	**4.6%**
Indian	8.0%	3.4%	2.1%
Pakistani	2.1%	2.9%	1.4%
Bangladeshi	0.6%	0.6%	0.6%
Other Asian	0.6%	0.4%	0.5%
Black or Black British	**1.8%**	**2.0%**	**2.3%**
Caribbean	1.1%	1.6%	1.1%
African	0.6%	0.2%	1.0%

Ethnic Group	Coventry	West Midlands	England
Other Black	0.1%	0.2%	0.2%
Chinese & Other Ethnic Group	**1.2%**	**0.6%**	**0.9%**
Chinese	0.7%	0.3%	0.4%
Other Ethnic Group	0.5%	0.3%	0.4%

4.3.3 We are already aware of the key areas where we need to increase our collective impact by tailoring services more effectively to community needs. These include services to elderly people, support to children at risk, targeting treatment for drug users from particular unrepresented ethnic groups. Steps are already underway to improve outcomes for these groups, but the LAA will provide more opportunities to develop our approaches. Key LAA outcomes will be measured by reference to ethnicity and communities of interest.

4.4 **Community Cohesion**

4.4.1 The City Council and the Coventry Partnership have clear objectives in relation to community cohesion. In many wards of the city, local councillors work on a daily basis to forge links between communities.

4.4.2 The Equalities and Communities Theme Group of the Coventry Partnership aims to:

- make Coventry a more inclusive and cohesive city
- reduce racism, hate crime and intolerance
- enable people to influence the quality of services, particularly in priority communities.

Examples of work to date includes a high profile promotional campaign - "Celebrating Coventry"; a focus on Refugees and Asylum Seekers with particular attention to challenging the negative myths about them; focusing on the regeneration of the Stoke Aldermoor area through Neighbourhood Renewal funding.

4.4.3 The Community Empowerment Network is also actively working towards these goals through its citywide workshops, local mini-networks, and small grants Programme, as well as through its contribution to the Coventry Partnership and its theme groups.

4.4.4 Community Cohesion objectives are being incorporated into all three service blocks of the LAA and related to the objective of "Having Supportive Family, Friends and Communities". Draft indicators have been included in this proposal but they will need further discussion and development as work progresses.

4.5 **Regeneration**

4.5.1 Although the LAA framework does not include a specific service block for Regeneration, all the objectives in this proposal will contribute to the regeneration of the city. The council and partners' approach to regeneration is firmly embedded in a neighbourhood philosophy and this will fit well with the approaches being taken to the LAA. Within the Council extensive "hard regeneration" projects are also linked people-related employment programmes, etc. The Coventry Partnership Jobs and Economy Theme Group is working on issues such as how we can use the combined

influence of the largest employers in the city to help harder to employ people into work.

4.6   **Empowering Community Groups**

4.6.1   This Local Area Agreement recognises the contribution that community groups make to prevention across the three service blocks, in for example, providing diversionary activities for young people, building community spirit and cohesion, and providing support for isolated older people, as well as the delivery of public services by the voluntary sector. Throughout this document there is reference to the work which local councillors and the Community Empowerment Network do in working with local groups and organisations.

4.7   **Supporting Families**

4.7.1   Supporting Families encompasses many of the actions proposed in the LAA, whether applied to children, older people or communities. This includes both preventative work and direct assistance if prevention efforts are not successful.

4.8   **Raising Aspirations**

4.8.1   This assumption is most clearly articulated in the Children and Young People's service block but it is also a driver of the two other service blocks. All of the proposed objectives and activities in this document are based on raising people's aspirations about what they individually can achieve, but also what their community, neighbourhood, or city can achieve.

5   Governance and Performance Management

5.1   This proposal has been developed through a series of groups drawn or developed from the existing Coventry Partnership structures and co-ordinated by Coventry City Council. Membership of these groups is listed in Appendix 6.

5.2   The Council's involvement brings a democratic focus to the LAA and to decisions on priorities.   Elected Members will be regularly briefed and consulted on proposals and progress as will members of the governing bodies of other organisations represented on the Coventry Partnership.

5.3   The proposals for this first LAA were considered by the City Council's Cabinet on 8 February 2005 and the Coventry Partnership on 9 February 2005.   The Professional Executive Committee of the Primary Care Trust will consider the proposal at its meeting on 22 February 2005 and the outcome of negotiations will be reported to the Primary Care Trust Board on 8 March 2005..

5.4   Progress and future development of the LAA will be overseen by a Steering Group involving representatives of Government Office West Midlands, Coventry City Council, the Coventry Partnership, the Coventry Teaching Primary Care Trust and the Community Empowerment Network. Meetings will be scheduled to coincide with the required six monthly reporting to Government Office against the agreed outcome indicators and targets.   However, accountability for the local delivery of the LAA will be to:
* City Council Cabinet
* PCT Professional Executive Committee

- The Coventry Partnership.

A key group locally which brings representatives of these together is the LAA Strategy Group, which is an expansion of the Coventry Partnership Operations Group. This includes two elected Members (the Deputy Leader and an Opposition Group representative) from the Coventry Partnership.

5.5   Locally, all partners will maintain their own existing performance reporting systems whilst the Coventry Partnership has its own Performance Management Framework. The GOWM annual review described this as a comprehensive system which *"should ensure that effective challenge is brought to bear from within the Partnership itself"*.

5.6   High-level reporting on progress against the LAA will be integrated within these frameworks. This will enable local elected representatives and Partnership members to judge the success of the actions proposed and to evaluate how the LAA itself is accelerating progress towards the aims of the Community Strategy. Beneath this, existing information systems at a local level will provide greater detail on performance and accountabilities.

5.7   The current Coventry Community Plan has an "end-date" of 2010 although it has always been the intention that it should be a developing rolling document. There is a whole range of developing initiatives in each of the three service blocks and in the plans of each of the individual partner organisations, for example the creation of a Children's Trust in relation to Children and Young People. The LAA will be reviewed every year and that will give the opportunity to establish recognisable milestones and allow some flexibility.   For the purposes of this Agreement we refer to a timescale of up to 2010, understanding that the shape and context of the Agreement will inevitably change between now and 2010.

6   Funding

6.1   As with other aspects of the LAA, we see 2005/06 as a transitional year in regard to funding.   Locally, a range of funding streams was already committed when work began on this LAA while there are, understandably, more restrictions on the potential use of funding for mthe coming year than we would hope to see in the future.

6.2   Work to progress the aligning and potential pooling of budgets is seen as one of the key tasks facing the LAA Steering Group in 2005/06.   Discussions to date have enabled us to develop our, already very productive, relationship with Government Office and more detailed discussions will be possible once negotiations on this first proposal have been concluded. It is also important to remember that significant proposals for changing or pooling budgets need consultation with communities and formal approval through the main partners governance structures.

6.3   Increased flexibility in the use of funding will undoubtedly be of great benefit in future years, especially this can be agreed relatively early in the new financial planning cycle.   For example, we would like to see Supporting People included in the LAA in future years.

6.4   However, even where current budgets are restricted to fairly specific uses by specified partners, we are still achieving a great deal by ensuing that our policies and

programmes are closely aligned through the work of the Coventry Partnership and other local partnerships.

6.5   The key principles we have followed in relation to the funding streams is as follows:

- The partners have put in all the most obvious funding streams with a specific relevance to the three service blocks including some non-mandatory funds such as Basic Command Unit funding in the Safer and Stronger Communities Block.

- Some major regeneration funding, e.g. Coventry and Nuneaton Regeneration Zone has not been added in because of the need to have discussions with often quite complex partnerships involving resident representatives, etc. These discussions cannot be rushed as they might be perceived as steam rollering and might damage existing good work. There will be clear links made however (as they are now e.g. with Neighbourhood Wardens) between mainstream/LAA service interventions and those with specific regeneration funding.

- Specific funding details will be coming forward from the Coventry Primary Care Trust's commissioning budgets for the Children's & Young People's and Healthier Communities & Older People's budgets. Precise figures are currently being finalised and will be available before the final version of the agreement.

- Whitefriars Housing Association is also giving consideration to the inclusion of some Safer and Stronger Communities related funding.

- The City Council has sought to identify mainstream funding in a range of areas which will need to be treated as part of the LAA for maximum impact.

7   Freedoms and Flexibilities

7.1   The Council and the Coventry Partnership want to approach the opportunities for freedoms and flexibilities through the LAA from three main angles:

- How we use funding previously or potentially allocated for specific measures which we believe could have more of an impact on the ground by being used differently
- How we approach issues in terms of activities and structure which might be different from that which the Government has previously expected
- Trialling new measures of performance which we believe will be more helpful to us and ultimately to the Government nationally.

7.2   All these three aspects will require more detailed discussion locally, in conjunction with Government Office and relevant Government Departments in the coming year. However, examples of issues which we wish to explore are:

- Using funding previously specifically allocated for drugs issues for treatment of alcohol misuse and related crime issues

- Examining the ways in which Children's Services and Environmental services have previously been provided and proposing new approaches; looking more closely at ways in which the community sector might be used to deliver some services, e.g. in tackling community safety issues

- Piloting new indicators in the field of Children's Services e.g. in relation to the outcomes for Looked After Children. For example, as discussed with GOWM/DFES representatives, the current PAF indicator for stability of placements does not usefully reflect the outcomes for children returning to their family or being successfully adopted. Coventry would like to pilot a new indicator which would give local managers and national Departments better information about outcomes.

- We also wish to seek some changes to the mandatory outcomes specified for the Safer & Stronger Communities block where we feel improvements are possible.

7.3   We also wish to include one really major regeneration project which will make a significant contribution to the aims of all three LAA themes. This relates to the development of a new Sports Centre and School as part of the proposed learning quarter in the Swanswell area of the city centre.

7.4   The Swanswell area is one of the most disadvantaged areas of Coventry and is currently the subject of a major regeneration initiative. As part of this project, the City is seeking to establish a Learning Quarter that will include a rebuild of the City largest FE College, a new Secondary School, and a range of early years and community education facilities. Funding from the LSC, the DfES, Advantage West Midlands and the City Council is being pooled to deliver this development, supported by other key partners including the City's Universities and the PCT .

7.5   The City is also aspiring to rebuild its worn out central Sports and Leisure Complex as part of this development, and is about to submit an Expression of Interest for PFI credits under the joint DCMS/DoH/ODPM arrangements. There is potential to build these sports facilities, which will adjoin the Learning Quarter, on a scale large enough to meet the needs of the school, the College and the community. Such an integrated project would yield significant economies of scale, and efficiencies in procurement, as well as providing an opportunity for holistic management of the provision that could create sporting and social links between the School, the College and the communities they will serve.

7.6   The City is keen to explore the possibilities of linking PFI or other capital funding streams across DfES and DCMS to deliver this vision. There is even the possibility of a combined school/sports project which would attract private sponsorship as part of a partnership between the public and private sector. Such a project would be an excellent example of what the LAA can deliver in practice.

8   Key Outcomes

8.1   This document explains how we want to solve some of the problems on which public service agencies in Coventry and elsewhere have struggled for several generations. Although we will be measuring progress locally against a whole range of indicators, we propose that the LAA Steering Group should pay particular attention to the following:

Getting children and young people to attend school
- % of half days missed through absence

Enabling children to live in a family situation

- % of looked after children in family placements
- % of children returning to their family within 6 months

Reducing the number of criminal offences
- % of aggregated crime in priority neighbourhoods - target to reduce levels by 2% more than the rest of the city

Reducing smoking levels
- reduce smoking rates in the population as a whole to 21% by 2008.
- % of women smoking during pregnancy - target to reduce from 24.65% in 2003 to 17% by March 2006

Keeping older people out of hospital
- % reduction in emergency hospital admissions of people aged 65+
- % reduction in readmission rates and overall occupied bed days

Improving people's satisfaction with their neighbourhoods
- % of people surveyed who feel that their local area is a place where people from different backgrounds and communities can get on well together
- % of residents reporting an increase in satisfaction with their neighbourhoods
- % increase in cleanliness of neighbourhoods
- % reduction in the fear of crime through dealing with the effects of anti-social behaviour, local drug use or drug dealing.

8.2   Appendices 2, 3 and 4 of this document set out proposed targets and other potential indicators and is the logical next step for a city with a solid existing foundation of partnership working.

9   Future development

9.1   We see the signing of this first Local Area Agreement as the beginning of a new approach to joint working between government, local government and local strategic partnerships.   If the full potential of LAA's is to be achieved we want to carry on discussions with Government Office West Midlands immediately so that we have the maximum time possible to plan for further, more radical changes, from 2006/07 onwards.   As noted above, this will include further exploration of possible freedoms and flexibilities and the alignment or pooling of budgets.

9.2   An early task will be to resume negotiations on the Local Public Service Agreement. ODPM have now provided a helpful and positive response to our initial proposals and we shall be refining some of our original proposals in the light of the response received to this document.

9.3   We have welcomed the statement in Advice Note 2 that work is to continue nationally on reducing reporting requirements in relation to funding streams encompassed in an LAA.   We will welcome the opportunity of taking part in these discussions as we to ensure that there is as close an alignment as possible between our own performance management systems and those required by government.

9.4   We also wish to use the Steering Group to examine the possibilities for further development of LAAs outlined in the ODPM paper "Vibrant local leadership" published on 31 January 2005. Some of these, such as the emphasis on using the

LAA to *"deliver on a set of localised targets linked to national and local priorities within the wider framework of the local community strategy"* encapsulate the approach we are taking in this proposal. Some others, such as the development of Children's Trusts are already under consideration.

9.5   We see others, particularly those related to wider governance and leadership roles as part of a wider debate with which we would wish to be fully involved.   In particular we would like to explore the proposals that LAAs might *"oversee the totality of public expenditure in the locality and manage relevant budget streams through joint planning and resource allocation, for the better achievement of shared priorities and more efficient service procurement"*.

10   Conclusion

10.1   Even in the short time since our pilot status was announced, the LAA has opened up new opportunities for us to improve services and the quality of life in Coventry. Our initial proposals are shown in the Appendices that follow and we are ambitious to develop the concept even further through discussion in the coming year.

Coventry City Council   **The Coventry Partnership**

<div align="right">**Appendix 1**</div>

The Coventry Partnership and the Coventry Community Plan

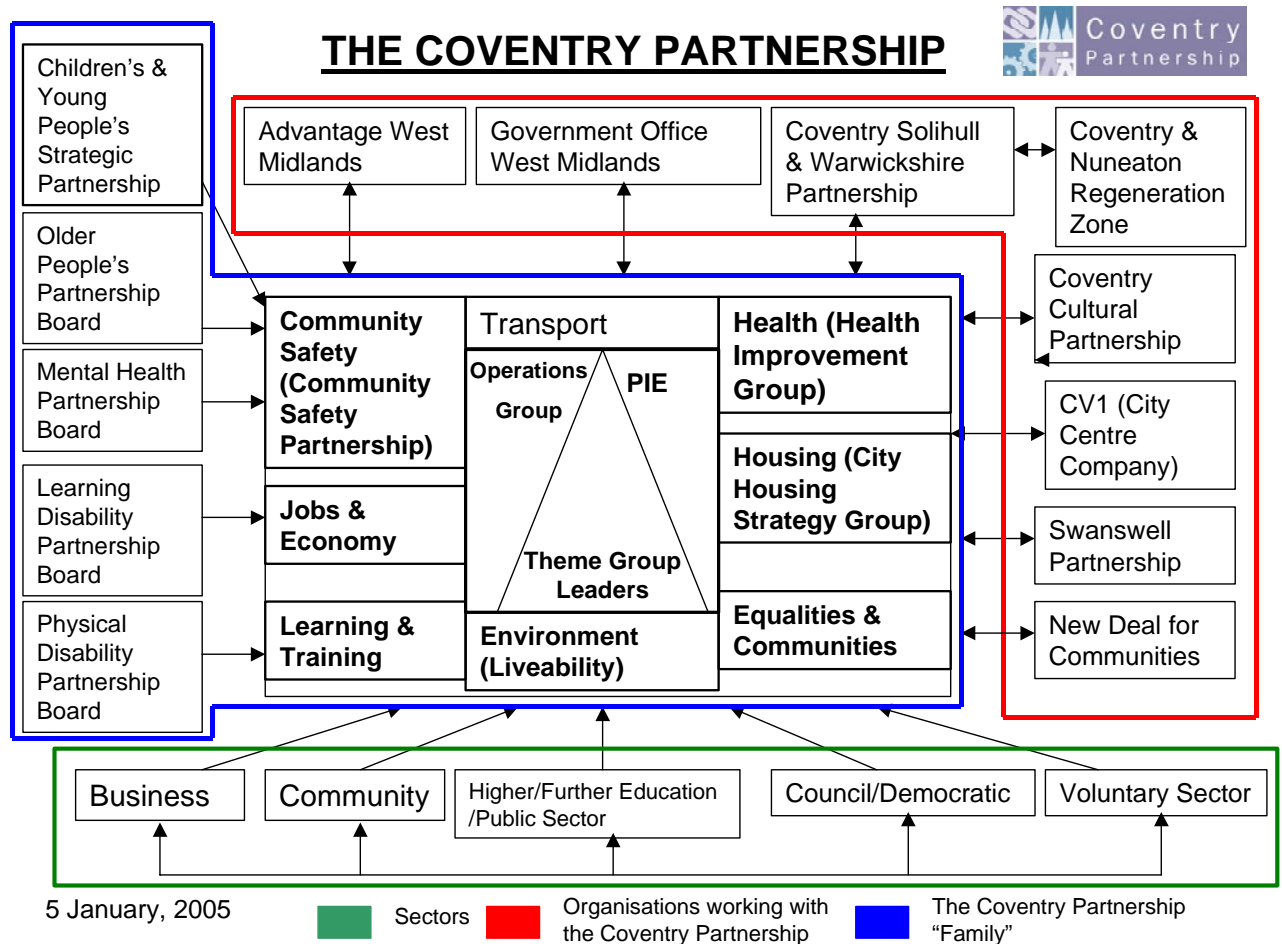**1   Membership**

1.1   The Coventry Partnership benefits from the active involvement of the public, private, voluntary and community sectors. The Partnership has 35 active members. These include six City Councillors; the Chief Executives of Coventry City Council and the Coventry Primary Care Trust; the Pro Vice Chancellors of the city's two universities; high ranking officers from the Police, Fire Service, Learning & Skills Council; Job Centre Plus; Connexions; the city's largest Housing Association; a further education college; senior managers from Peugeot; Jaguar and Powergen UK, all of which are based in Coventry; five voluntary sector representatives and five Community Empowerment Network representatives.   A chart showing key relationships is attached at the end of this Appendix.

1.2   The Partnership is currently chaired by the Chief Executive of the local Chamber of Commerce, Louise Beard. The Chief Executive of the City Council, Stella Manzie is the Partnership's Secretary.   Meetings of the Partnership are regularly attended by a representative of Government Office West Midlands.

1.3   The City Council has been an active and enthusiastic partner in the Coventry Partnership. Its latest Corporate Assessment report, published in May 2004 notes that *"the council played a strong, but not dominating, role in the production of the Coventry Community Plan 2003-2010. Under the eight themes in the plan, clear priorities are set for the city. Partners and the community are effectively engaged in planning for the future. At the city level, this is through the consultation that informed the community plan. At neighbourhood level, this is through the work of area co-ordination. The impact leads to priorities that reflect the key issues for partners and the community".*   The Council brings an important democratic focus to the work of the Partnership and will do so also for the LAA, being the only directly elected representative body in the city. The council is committed to neighbourhood working.

1.4   The Coventry Community Empowerment Network (CEN) provides another vital link with communities bringing together a range of community and voluntary groups through city-wide Saturday workshops and smaller 'mini-networks' for specific neighbourhoods or communities of interest. Governed by an elected Steering Group, CEN oversees voluntary and community sector representation in close partnership with its Responsible Body, Coventry Voluntary Service Council (CVSC). It sends out *SpeakEasy* bi-monthly, has a website and enables community groups to deliver neighbourhood renewal projects through a small grants Programme administered by the Heart of England Community Foundation.

1.5   CEN has a strong commitment to giving community groups opportunities to voice issues and contribute to partnership working. Following the positive impact of the Community Advocates on Coventry Partnership, CEN is working to develop a better understanding (amongst statutory agencies and community activists themselves) of how people from community groups can add value to partnership working, rather than being limited to being participants in consultation. Whilst there are a good number of voluntary sector service providers within Coventry Theme Groups, community sector representation was relatively thin. Working closely within Coventry Partnership structures, 'CEN Reps' have recently been inducted into Theme Groups to bring a 'grass roots' perspective and their experience of making things better for local communities.

1.6 The chart below shows the links with sub-regional partnerships such as the Coventry, Solihull, Warwickshire Partnership and the Coventry and Nuneaton Regeneration Zone. Links between the Council and the Coventry Partnership and the Coventry, Solihull, Warwickshire Partnership are provided through commonalties of representation and the common secretaryship of the Coventry Partnership and the CSWP.

THE COVENTRY PARTNERSHIP

Children's & Young People's Strategic Partnership

Older People's Partnership Board

Mental Health Partnership Board

Learning Disability Partnership Board

Physical Disability Partnership Board

Advantage West Midlands

Government Office West Midlands

Coventry Solihull & Warwickshire Partnership

Coventry & Nuneaton Regeneration Zone

Coventry Cultural Partnership

CV1 (City Centre Company)

Swanswell Partnership

New Deal for Communities

Community Safety (Community Safety Partnership)

Jobs & Economy

Learning & Training

Transport

Operations Group / PIE / Theme Group Leaders

Environment (Liveability)

Health (Health Improvement Group)

Housing (City Housing Strategy Group)

Equalities & Communities

Business

Community

Higher/Further Education /Public Sector

Council/Democratic

Voluntary Sector

5 January, 2005

Sectors

Organisations working with the Coventry Partnership

The Coventry Partnership "Family"

2 Priorities for the Community Plan

2.1 The key priority areas for the Community Plan were chosen as the result of a wide range of meetings, discussions and consultations with many organisations and people with a stake in the future of Coventry during 2003. The Coventry Partnership had identified initial themes and an independent organisation was then commissioned to develop consultation materials, assist Partnership members to consult with their networks, arrange focus groups and analyse responses. Questionnaires were delivered to every household though the Council's newspaper and to all Council employees.

2.2 A separate children's conference was also held to consider what the priorities for the Community Plan should be. Children who participated in the conference have since identified action plans relating to the specific themes and children's priorities which the children worked on back at school.

2.3   The final themes and priorities for the Plan were devised as a result of this range of consultation.   Each of these has a multi-agency "theme group", based where possible on existing partnerships.   For example, Health/Well-being Theme Group was based on the existing Health Improvement Partnership and the Community Safety Partnership is the Theme Group for tackling crime and drug issues.

3   Coventry Community Plan - intended outcomes

3.1   The priorities and intended outcomes for the Coventry Community Plan are as follows:

Jobs and our local economy

- By 2010 households will have greater incomes with more people in work, and improvements to advice services so that people get the benefits to which they are entitled - income will have risen faster in our priority neighbourhoods and communities

- By 2010 there will be a wider range of business and job opportunities across the city and people will see the City Centre continuing to improve

Health/Well-being

- By 2010 people in Coventry will be living healthier lives, which will contribute towards people living longer in the future - improvements will happen most quickly in priority neighbourhoods and communities

- By 2010 there will be better access to services to maintain and improve safe and healthy living, and benefits will be reported most quickly by priority neighbourhoods and communities

Environment

- By 2010 Coventry will make more sustainable use of natural resources - less energy and water will be used, less waste and pollution will be produced, and more waste will be recycled, the city will be a better place for wildlife

- By 2010 people will see their neighbourhoods, parks and open spaces as more attractive and enjoyable places to be and these improvements will be more rapid in our priority neighbourhoods and communities.

- By 2010 people will have a greater awareness and understanding of how they can contribute to a better environment

Community Safety

- By 2010 there will be less crime and anti-social behaviour and people will feel safer, these improvements will be felt fastest in our priority neighbourhoods

- By 2010 there will be more support for people who misuse alcohol and drugs

- By 2010, children and young people will be less likely to experience harm

Equalities and communities

- By 2010 Coventry will be a more inclusive and cohesive city

- There will be less racism, hate crime, bullying and intolerance in the city

- People will feel more able to influence the quality of local public services and facilities, including cultural and leisure opportunities and they will have seen improvements most quickly for priority neighbourhoods and communities

Learning and Training

- By 2010, more people will be trained and educated with greater support from the private sector

- The attainment rate of disadvantaged groups will have risen faster than other groups

- The number of people living in our priority neighbourhoods accessing and succeeding in education and training will have risen faster than the rest of the city

Housing

- By 2010 the quality of housing in Coventry will have improved

- Housing in Coventry will be more suited to peoples' needs and aspirations with a better mix of the type and tenure of housing in neighbourhoods

- There will be more support for homeless people in Coventry

- Housing advice services will have improved.

- These improvements will be more rapid in our priority neighbourhoods and communities

Transport

- By 2010 the quality of local public transport services will have improved and people will find it easier and safer to get to work, places of learning & leisure, health services and shops

- By 2010 more people will be travelling in ways that are less damaging to the environment, including public transport, cycling and walking

- These improvements will be more rapid in our priority neighbourhoods and communities.

Coventry Local Area Agreement - Links with other key plans and strategies

Central/Local Partnership shared priorities	Children & young people	Safer & Stronger Communities			Healthier communities	Sustainable communities			Transport
Coventry Community Plan Themes	Learning & training	Equalities & Communities		Community Safety	Health/Well-being	Environment	Jobs & our local economy	Housing	Transport
Core objectives for everyone	Enjoying & Achieving	Having supportive family, friends & communities	Making a positive contribution	Being healthy		Achieving economic well being			
				Being safe					
Children & Young People		Early Years							
		Children with disabilities							
		Looked after Children							
		Behaviour improvement							
		Raising standards							
Safer & Stronger Communities		Community cohesion*				*Themes marked with an asterisk are also part of the shared assumptions outlined in Section 4 of the Introduction alongside Prevention, Raising Aspirations and Supporting Families			
		Reducing crime & fear of crime							
		Reducing impact of illegal drugs							
		Focusing on neighbourhoods*							
		Cleaner, greener public spaces							
		Empowering communities*							
Healthier Communities & Older People		Improving health and reducing inequalities							
		Improving rehabilitation and promoting independence							
		Maximising income levels and reducing risk							
		Managing chronic health problems							

Appendix 3

Children and Young People

1 Introduction

1.1 The Change for Children Agenda is ambitious. Coventry recognises that it impacts on all children's services providers and is part of the Government's overall public sector reform agenda. We are working to a challenging timetable. The agenda will require all partners to work collectively to deliver the change. This in turn will require openness and integrity between partners about the issues each faces and the resources available.

1.2 The Children and Young People's Strategic Partnership was established in June 2003. It has already made significant steps in preparing for the Change for Children Agenda:

- **developing with children and young people a Vision for Children and Young People in Coventry and achieving their full involvement and participation**

- **achieving significant progress on the ISA agenda, including a signed Information Sharing Protocol, development of a first wave Common Assessment Framework and pilot status for the implementation of information-sharing software (RYOGENS)**

- **analysing the child population against social deprivation indices, mapping services across all the children's sector and providing a strategic framework in which key children's services initiatives and issues can be considered, debated and co-ordinated.**

- **drawing down NRF money to support significant strategic developments around joint working, in terms of Extended Schools and the Family Focus Project (£720k)**

- **being fully committed to developing a Children's Commissioning Trust.**

1.3 Overall, the Partnership has developed a willingness and commitment across all partners to work collaboratively for better outcomes for children, and in doing so has shown willingness for partners to be open and honest about the issues they face. The elected Member, non-executive, Chief Executive and Director commitment to the Partnership ensures that it has appropriate leadership.

1.4 Partnership working with the voluntary sector has increased through the Children & Young People's Strategic Partnership. A wide range of groups are actively working with the statutory sector to developing the change agenda, including Relate, NCH, NSPCC, WEETC, Family Project, Panahghar, Valley House, YMCA, CCVYS and others, and these are brought together into the Children & Young People – Voluntary Sector Network (CYP-VSN) by CVSC.

1.5 The CaYPSP commissioned the Children's Voices Project of the Children's Fund to develop the vision through a series of interviews with Partnership members, undertaken by children from Moat House Community Primary School.

Vision Statement

The Children and Young People's Strategic Partnership Vision is:

Working together to find out what children want to make their lives better;
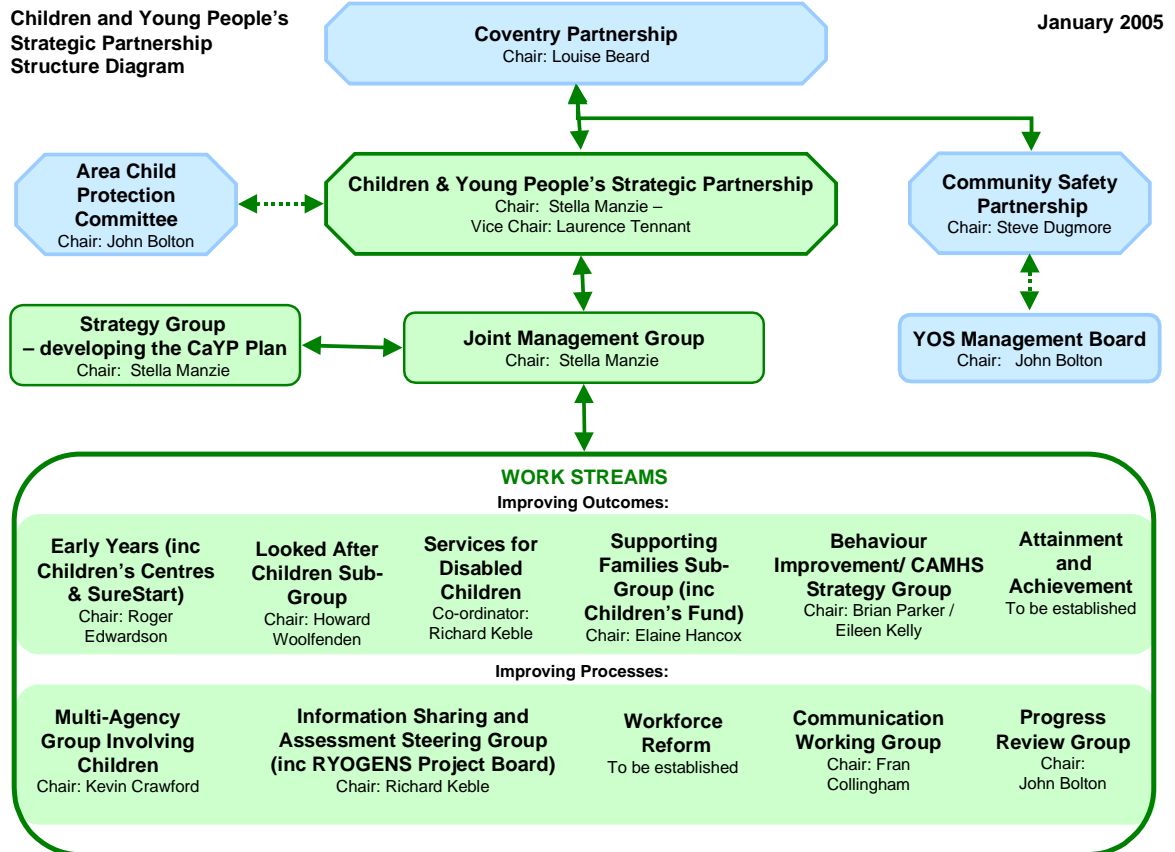
and

Working to keep families together

Some people's lives are scattered like a jigsaw
The partnership can make people's lives better
For children's lives and adults lives too
The partnership can put that jigsaw back together
And make it work again!

(By Chloe, age 10)

1.6   For Coventry partners "Working Together" means changing the way we work so that:

- we have clear accountability and governance arrangements within and across all partners
- children, young people and their families and carers participate at a strategic and operational level in the planning and delivery of services, and we respond to what they say
- services are co-ordinated and integrated as appropriate, experienced as a "single organisation", and made accessible by being organised around communities, whether geographically or around communities of need, enabling effective local targeting
- there is recognition and valuing of diversity, and planning of services accordingly
- we jointly commission services (and therefore pool resources) against high standards
- efficiency is improved and duplication reduced, freeing resources to fill gaps
- the local voluntary and community sectors are strengthened and sustained by the Partnership
- we focus on what makes a difference to the lives of children and young people

1.7   The Children and Young People's Strategic Partnership in Coventry is well-established. A chart showing its structure is shown below. In its recent assessment by the Government Office and DFES/CSCI representatives, the draft findings (not yet confirmed) found that of the 32 assessment areas, Coventry was "Developing" in 20 areas, "Developing/Mature" in 6 areas and in "Early Stages or Early Stages/ Developing" in the remaining 6 areas.

1.8   The Partnership has produced a Change for Children strategy in consultation and has been focusing on a number of pieces of work including Behaviour Improvement, Looked after Children, Children with disabilities and Early Years, which relate to the outcomes set out in the tables attached.   The CYPSP has also identified that Raising Standards should be a key theme.   All these specific groups of children or subject areas contribute to the original DFES/Coventry goals, now adopted as Core

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Children and Young People's Strategic Partnership Structure Diagram

January 2005

Coventry Partnership
Chair: Louise Beard

Area Child Protection Committee
Chair: John Bolton

Children & Young People's Strategic Partnership
Chair: Stella Manzie –
Vice Chair: Laurence Tennant

Community Safety Partnership
Chair: Steve Dugmore

Strategy Group – developing the CaYP Plan
Chair: Stella Manzie

Joint Management Group
Chair: Stella Manzie

YOS Management Board
Chair: John Bolton

WORK STREAMS
Improving Outcomes:

| **Early Years (inc Children's Centres & SureStart)** Chair: Roger Edwardson | **Looked After Children Sub-Group** Chair: Howard Woolfenden | **Services for Disabled Children** Co-ordinator: Richard Keble | **Supporting Families Sub-Group (inc Children's Fund)** Chair: Elaine Hancox | **Behaviour Improvement/ CAMHS Strategy Group** Chair: Brian Parker / Eileen Kelly | **Attainment and Achievement** To be established |

Improving Processes:

| **Multi-Agency Group Involving Children** Chair: Kevin Crawford | **Information Sharing and Assessment Steering Group (inc RYOGENS Project Board)** Chair: Richard Keble | **Workforce Reform** To be established | **Communication Working Group** Chair: Fran Collingham | **Progress Review Group** Chair: John Bolton |

Objectives for everyone by the Coventry Partnership, for the whole Local Area Agreement of:

- Enjoying and achieving
- Having supportive family, friends and communities
- Making a positive contribution
- Being healthy
- Being safe
- Achieving economic well-being

1.9 The decision the Partnership has made about where to focus its energies have been based on a combination of factors. These include focusing on those groups of children who are most vulnerable and most need attention in either improving their quality of life or preventing them from coming to harm or focusing on universal areas like Early Years or Raising Standards, which impact on a wide range of children. The shared assumptions set out in the earlier part of this paper also underpin these choices.

1.10 Some draft outcomes for the Children and Young People's Service Block are set out in section 2 of this Appendix. These follow through the themes that have been under discussion as part of our overall strategy.

1.11 **The funding streams listed below are provisional** as these discussions are still taking place, in particular the mix between specific funding and mainstream funding and how this is expressed. These will be more rather than less inclusive, but we are mindful of the need to complete discussions with local partners and get authorisation from the governance mechanisms of the individual agencies and the Coventry Partnership, which we will be doing with the final draft.

1.12 The approach is underpinned by the 3 'P's of Prevention; Partnership; and Participation which have been core to the successful work of the Children's Fund in Coventry. The CYPSP has contributed to the development of the Children's Fund Migration Plan and has welcomed the approach that the Children's Fund has taken in sharing responsibility for the priorities of the CYPSP. The 3 'P's are fundamental to the approach Coventry is taking and therefore will be reflected in all activities which aim to improve outcomes. Consequently, none of the proposed indicators in this block specifically measure Prevention, Partnership or Participation.

2   Proposals

BLOCK: Children and Young People
Funding Streams Requested: This will need to include details of allocations to the area for each funding stream by financial year from 2005/06 onwards
Outcomes Proposed: This will need to include any mandatory outcomes together with any additional outcomes proposed by the local area.
Possible Indicators: Whilst choice of indicators and subsequent targets is for the negotiation, local areas can if they wish propose indicators at this stage. NB Coventry have selected those indicators where we believe positive movement will be indicative of a substantial improvement in services and outcomes. Therefore, not all potential indicators have been selected.

Block: Children and Young People			
Funding Streams Requested	**Allocation**		
	2005/06 £000	**2006/07 £000**	**2007/08 £000**
Neighbourhood Renewal Fund (NRF)	1,662		
New Deal for Communities (NDC)	251		
New Opportunities Fund (NOF)	115		
Standards Funds (non-devolved)	3,603		
Excellence in Cities/ Excellence Clusters	3,223		
Connexions	3,400		
Positive Action for Young People	119		
DfES			
Surestart	2,831		
Children's Fund	1086	966	948
Children's Centres	851		
Early Years	1,339		
Neighbourhood Nurseries	22		

Progress Through Prevention - A Local Area Agreement for Coventry

Block: Children and Young People			
Funding Streams Requested	**Allocation**		
	2005/06 £000	**2006/07 £000**	**2007/08 £000**
Early Excellence Centre	161		
Safeguarding children	655		
CAMHS	613		
Adoption Support	254		
Choice Protects	39		
Teenage Pregnancy	284		
Youth Justice:			
Grants (YJB, CPS, SRB)	1,230		
Mainstream (Social Services)	874		
Mainstream budgets:			
Education	36,479	37,499	38,678
Social Services	26,258	25,818	25,818
Primary Care Trust (Provider)	12,003		
PCT (Commissioning pro-rata)	11,000		
Capital Funding:			
Modernisation	3,454	3,983	4,050
New Pupil Places	1,059	894	907
Access Initiative	508	499	499
Sure Start	50	0	0
Childrens Centre	5	0	0
PE and Sports	2100	175	0
Devolved Capital	5319	6396	6714
TOTAL	**119,771**	**76,138**	**77,540**

3   Outcomes to be delivered

Outcome 1

Children in Early Years have the foundation for happy, healthy and successful lives

NB All indicators will be measured on the dimensions of ethnic origin, disability and age in order to address potential inequalities

Possible indicators

Staying safe and being healthy

- Reduced smoking by pregnant women
- 100 per cent of families with new babies are visited in the first 2 months of their babies life and given information about the services and support available to them.
- An increase in the number of mothers breast feeding at birth, 6 weeks and 17 weeks

Achieving and enjoying

- All sure start programmes to be part of the children's centre programme by March 2008.
- The stock of childcare places in disadvantaged and other areas.
- Number of children reached by children's centres.
- Number of full daycare places created in children's centres.
- Sure Start programme indicators.
- No of integrated early education and child care places available for children aged 4 and under, and this number as a proportion of all child care places.
- No and proportion of leaders of integrated early education and childcare settings with a qualification of level 4 above in the national qualifications framework (those with QTS to be identified separately)
- Proportion of 3 and 4 year olds with special educational needs and disabilities who are, with appropriate support, attending funded early years settings.
- Annual turnover of Ofsted registered full day care providers, out of school clubs and child minders (annual turnover is the number of closures as a % of the average number of providers during the year.)
- The proportion of early years education settings where children's progress towards the early learning goals is satisfactory or better and the proportion in which it is good or better
- The standards achieved at the end of the Foundation Stage (as and when data becomes available)

Outcome 2

Children and young people with disabilities are able to maximise their potential for

healthy, happy and successful lives

Possible indicators

NB All indicators will be measured on the dimensions of ethnic origin and age in order to address potential inequalities

Staying Safe

- Reduce the number of disabled children looked after [Community Plan Target]

Being Healthy

- All schools with specific provision for disabled children to achieve Level 3 of National Healthy Schools Standard

Achieving and Enjoying

- Increase the proportion of disabled children who attend mainstream school
- Increase the number of disabled children who use inclusive play and leisure facilities, including play schemes, after-school clubs and early years provision

Making a Positive Contribution

- Increase the number of parents and disabled young people who are able to exercise choice over how services are provided through the use of direct payments
- Increase the number of disabled young people who have Person Centred Plans by their 16th birthday

Achieve Economic Well-being

- Increase the number of families where there is a disabled child who take up available benefits, tax credits and other Government grants
- Increase the number of disabled young people in local learning , employment or training provision by their 19th birthday

Outcome 3

Looked after children and young people are able to maximise their potential for healthy, happy and successful lives

Possible indicators:

NB All indicators will be measured on the dimensions of ethnic origin, disability and age in order to address potential inequalities

Being healthy

- The regularity with which Looked after children receive health and dental checks

Staying safe

- The proportion of children and young people looked after in comparison to the overall population

Enjoying and achieving

- The standards achieved by Looked after children at the end of the Foundation Stage/KS2/KS3 and GCSE (or equivalent) and their performance against "value-added" measures
- The school attendance of Looked after children
- The exclusion from school of Looked after children

Making a positive contribution

- The proportion of Looked after children returning home within 6 months
- The proportion of Looked after children in family placements
- The proportion of Looked after children placed more than 20 miles outside the local area
- The proportion of Looked after children who are issued with final warnings, reprimands and convictions from the youth justice system.

Achieving economic well-being
- The involvement of Looked after children in education, employment and training post-16
- The proportion of care leavers who become homeless
- Looked After Young People achieve qualifications in line with their peers (Post 16)
- The percentage of Looked After Young People moving on to positive destinations improves year on year to 2010, reducing the differential between outcomes for LAYP and all Year 11 young people.

Outcome 4

Children and young people feel part of their local neighbourhood and community and behave in a way which enables them to fulfil their potential and that of their neighbourhood and city.

Possible indicators:

NB All indicators will be measured on the dimensions of ethnic origin, disability and age in order to address potential inequalities

Having supportive families, friends and communities

- **Indicator being developed in relation to views of young people in relation to perceived cohesion of a) their neighbourhood and b) the city**

Healthy

- The proportion of new episodes of STIs among under-16s
- The under-18 conception rate
- Reduce harm caused by illegal drugs by:

- Reducing the use of class A drugs and frequent use of any illicit drugs among all young people under the age of 25, especially by the most vulnerable young people;
- Increasing the percentage of vulnerable young people receiving targeted drug education, early intervention and treatment.

Safe

- The proportion of children and young people reporting that they have been affected by bullying at school or in the community
- The proportion of children and young people who have been the victims of crime in the last 12 months
- The proportions of children and young people offending
- The proportions of children and young people re-offending
- The extent of bullying and discrimination by children and young people

Enjoying and achieving

- The proportion of schools where behaviour is satisfactory or better and the proportion where it is good or better

Making a positive contribution

- The extent to which children and young people initiate and/or manage a range of organised activities whilst learning and voluntary and community organisations

Outcome 5

Children and young people's achievements and aspirations have been fulfilled to the benefit of themselves, their communities and neighbourhoods.

Possible indicators:

NB All indicators will be measured on the dimensions of ethnic origin, disability and age in order to address potential inequalities

Health

- All schools with 20% + free school eligibility to achieve Level 3 of National Healthy Schools Standard

Enjoying and achieving

- The percentage of half days missed through absence
- The proportion of pupils permanently excluded from school
- The proportion of pupils receiving fixed term exclusions from school
- The proportion of pupils achieving Level 4 or more at the end of Key Stage 2 in English and mathematics (Coventry Community Plan target)
- The proportion of pupils achieving Level 5 or more at the end of Key Stage 3 in

English, mathematics and science

- The proportion of pupils achieving 5 or more GCSE grade A* - C or equivalent at the end of Key Stage 4   (Coventry Community Plan target)

- The proportion of pupils achieving no GCSE grade A* - G or equivalent at the end of Key Stage 4

- The *progress* made by pupils achieving Level 5 at the end of Key Stage 2 between the end of Key Stage 2 and GCSE

- The percentage of pupils who underachieved at Key Stage 2 and progressed to achieve GCSE English grade A* - C; and the gap between priority neighbourhoods and the rest of the City (Literacy and Numeracy) (Coventry Community Plan target)

Economic well-being

- The progression rates of young people into further education, , training and employment (Coventry Community Plan target)

- Increase the proportion of 19 year olds who achieve at least level 2 by three percentage points by 2006 and a further two percentage points by 2008, and increase the proportion of young people who achieve level 3

- Improve positive outcomes for all young people (target 95.4% by 2010)

Safer and Stronger Communities

1   Introduction

1.1   The Coventry Community Safety Partnership has a statutory responsibility for leading, developing and co-ordinating the delivery of crime, drugs and disorder strategies and policies in Coventry. The Partnership receives a wide range of external funding to support the delivery of local and national targets/outcomes and this is managed through the Partnership's Joint Commissioning Group. The Community Safety Partnership is also the Community Safety Theme Group for the Coventry Partnership.

1.2   Many Members of Coventry City Council are involved in working locally with police, neighbourhood services and local communities on local community safety and anti social behaviour issues on an on-going basis. Some local councillors are also involved in resolving disputes between different local groups and in seeking to build bridges between different communities.

1.3   The Coventry Partnership's Environment Theme Group is developing its role to take a strategic overview of the city's environment, although it has no statutory responsibilities for this. Its focus is on 3 areas: reducing the use of natural resources; promoting improvements in neighbourhoods, parks and open spaces; and raising awareness and understanding of how local people can contribute to a better environment. While the City Council has a significant role in design and maintenance of the physical environment, ownership and responsibility is shared across the public, private and domestic sectors. A wide range of disparate grant funding regimes can be utilised to support physical improvements, from the small to large scale.

1.4   The Coventry Community Empowerment Network will contribute to building stronger communities through the whole range of issues tackled by the Coventry Partnership and its Theme Groups and by neighbourhood management, not just community safety and environment issues and actions. CEN will particularly support the building of stronger neighbourhoods by encouraging neighbourhood level activity by groups and linking groups together into mutually supportive mini-networks.   CEN will contribute to *safer communities* by building greater understanding of how community groups can contribute to community safety and environment agendas and outcomes and encouraging groups to build closer links to the Police, City Council and other community safety and environment agencies. CEN will be an advocate for *safer and stronger communities* across its work within Coventry Partnership, especially in promoting the contribution to prevention that community groups can make.

1.5   CEN will play a particularly strong role in *community cohesion* especially through bringing groups from disparate neighbourhoods and communities of interest together, breaking down barriers, dispelling myths and potential jealousies and building a sense of the community sector standing together. Saturday workshops in particular are well attended by both Black and Minority Ethnic groups and by residents associations from all over the City.

1.6   Community cohesion issues are reflected in this section in relation to people's satisfaction with their neighbourhoods as harmonious places to live and with targets in relation to reporting hate crime etc.

2   Existing work

2.1   There are a number of local strategies and plans in place or being developed, contributing to these outcomes. These include:-

- Adult Drug Treatment Plan
- Air Quality Management Plan
- Anti-Social Behaviour Strategy
- Availabilities Plan
- Behaviour Support Plan
- Communities Plan
- Community Safety Strategy
- Contaminated Land Strategy
- Coventry Development Plan/ Local Development Framework.
- Derelict Land Survey
- Domestic Violence Strategy
- Establishment of cross- agency Behaviour Improvement Group (BIG)
- Hate Crime Strategy
- Health Improvement Plan
- Highways Asset Management Plan
- Highways Maintenance Strategy

- Homeless Strategy
- Licensing Policy
- Liveability Action Plan
- Local Delivery Plan
- Local Policing Plan
- Local Preventative Strategy
- Local Transport Plan
- Neighbourhood Plans
- Prolific & Other Priority Offenders Strategy
- Regional Arson Reduction Strategy
- Street Cleansing Action Plan
- Streetscape Strategy
- Young Persons Substance Misuse Plan
- Youth Offending Services Plan
- Youth Service realignment and restructuring (YOT & SIP)

2.2   The Community Safety Partnership (which is also the Community Safety Theme Group of the Coventry Partnership) is now developing the Community Safety Strategy for 2005/08. Emerging themes include reducing crime, anti-social behaviour and the fear of crime; offender management; cleaner, greener, safer neighbourhoods; community cohesion and empowerment; and children & young people.

2.3   These themes will all sit beneath the overall priority of a "Safer and Stronger Coventry". The Local Area Agreement will play a pivotal role in joining up services in order to implement the overall strategy effectively and will provide the opportunity to maximise current and future resources by targeting the activity of a range of agencies and services.   Some examples of current work are shown below.

2.4   **Community and voluntary sectors**

2.4.1   Community Advocates and voluntary sector representatives are very active on the LSP. Coventry's CEN is already actively building social capital in neighbourhoods through both mini-networks and small grants. Its last citywide Saturday workshop focused on neighbourhood renewal including work by community groups to promote community safety and environmental improvements.

2.4.2   Many voluntary sector service providers already play a major role in community safety through, for example:

- locks / home security (Community Safety Scheme)

- work with offenders and ex-offenders (e.g. Cariba)
- work against substance abuse (e.g. Swanswell Trust)
- intensive work with very disaffected young people (e.g. Neighbourhood Support Fund projects such as MAPS, MANDA, and WATCH)
- work against Domestic Violence (Haven, Valley House, Panahghar, Cyrenians, Osaba, Coventry Rape and Sexual Abuse Centre, etc)
- advice, counselling and crime reporting (e.g. Law Centre, CAB, Age Concern, Refugee Centre, Victim Support, etc)

2.4.3   Community groups play a major role in community safety through Neighbourhood Watch; projects where residents actively visit isolated residents and keep a general eye on the area, e.g. Paradise Streetwalkers; diversionary activities for children and young people including places to meet, sports and cultural activities; festivals and fun days which build community spirit; residents associations; work against anti-social behaviour (e.g. Paradise Residents Association, St Catherine's Close Residents Association); and befriending people who might otherwise be easy targets for harassment, such as asylum-seekers (e.g. Peace House, Stoke Heath Community Centre).

2.4.4   Voluntary sector service providers play a major role in environmental work, which also has major community development benefits in disadvantaged neighbourhoods, for example the work of Groundwork, Warwickshire Wildlife Trust and the NEA Energy Action Project. Community groups' current contribution includes developing pocket parks; cleaning up urban areas and keeping them clean; restoring people's pride and sense of responsibility for their own streets; providing diversionary activities for young people; and renovating unused buildings and bringing them back into use.

2.5   **Drugs and alcohol**

2.5.1   The Drug Intervention Programme (DIP) Team has successfully been established to ensure that there is end to end treatment for drug users from point of entry into and exit from the criminal justice system. From April 2005, Coventry will be an intensive DIP area, one of four areas in the West Midlands within the phase three implementation stage of this initiative. Drug testing for trigger offences in relation to acquisitive crime is now in place in all 3 OCUs across the city.

2.5.2   As a consequence of being a designated High Crack Area, Coventry CDT became a pilot crack treatment project. At present the scheme is being reviewed externally. The results of this will influence future development/commissioning of this service. Coventry's seizures in relation to crack remain below family, regional and national averages. It is hoped to resolve this situation partly through operations using the Closure of Crack Houses Protocol and the adoption of the Whole Market Approach.

2.5.3   The 4 licensing objectives contained in the Licensing Act 2003 are prevention of crime and disorder; prevention of public nuisance; protection of children from harm; and public safety. During the summer of 2004, alcohol enforcement campaigns were run in a number of pilot areas, including Coventry. National findings have shown that 45% of on-licences and 31% of off-licences tested, unlawfully sold alcohol to young people. The recent community safety audit highlighted that the most commonly reported main problem drug, by young people presenting for treatment, was alcohol. Consistent with the findings of the 1999 Local Needs Assessment undertaken in Coventry, alcohol was the only substance to see a year on year increase reported as being the main problem drug. In order to effectively address this emerging issue, we

are requesting more flexibility in the use of funds currently restricted for drug services, particularly for young people.

2.6   Safer, Cleaner, Greener

2.6.1   There are already a number of linkages locally between community safety and the environment agendas, resulting from successful promotion of Section 17 of the Crime & Disorder Act 1998. SSCF provides a further opportunity to enhance this joined-up approach and enable a smarter way of delivering local services through neighbourhood management.

2.6.2   Coventry City Council is developing its neighbourhood working into a Neighbourhood Management approach. This will have as one of its key objectives the safer and stronger communities agenda.   Neighbourhood Management staff will work collaboratively and co-operatively with colleagues in City Services and Community Safety to maximise the opportunities to improve local services and create safer communities. Particular attention will be paid to the deployment of people working in neighbourhoods around street-based activity.   This will include Neighbourhood Wardens, as well as those engaged in street services and grounds maintenance.

2.6.3   Over the last few years, community safety consultation processes have all identified environmental issues as being a key concern.   Experience shows that if minor incidents, e.g. graffiti, abandoned vehicles, vandalism, etc, go unchecked, this can progress to higher level disorder, fear of crime and, in the longer term, serious criminal activity. Joining up the community safety and environmental work at a local level will assist in preventing crime in the longer term and improving the quality of life in local neighbourhoods.

2.6.4   The LAA will extend the inter-agency approaches to environmental crime already being pursued, such as the recent initiative between Whitefriars Housing Group, the City Council, West Midlands Police and NDC to reduce vandalism, anti-social behaviour and flytipping in Manor Farm. A programme of prevention and intervention involving education, community involvement, surveillance and enforcement was undertaken and is currently being evaluated.

2.6.5   Partners in Coventry's Local Area Agreement will work together to understand better the range and responsibilities of street based officers across all organisations. Identifying and implementing new ways of working will ensure that these areas are all tackling issues consistently and in a joined up way, maximising impact on key targets. This will ensure, for example, that all street based officers understand the contribution that they can make to supporting and maximising the success of the authority's enforcement activities. The outcomes of this work will lead to quicker response times to service requests, tackling of issues before they become customer complaints and increased satisfaction.

2.6.6   A multi-agency response is being developed between the Local Authority, Police, Fire Service, Housing Associations and other agencies, in order to direct activity at identified areas, using partnership intelligence. This will be a joint-tasking process and will provide effective communication and a good understanding of mutual problems, leading to the joint deployment of collective resources.

2.6.7   Responsibility for street scene maintenance, such as cleansing and grounds, are shared across a number of agencies, particularly the City Council, CV One (the City Centre company) and Whitefriars Housing Group. Examples of good practice are

already in place and will be developed and extended through the LAA. These include the joint action plan between the City Council and Whitefriars Housing Group for delivering improved street services and specific projects such as CV One and Whitefriars' "gardens in the sky" project improving the environment and bringing young and older members of the community together. Work has begun to align targets for issues such as street cleanliness so that organisations are working to consistent goals. Opportunities to develop this further and introduce a comprehensive range of common targets for standards and response times will be pursued through the Local Area Agreement. particularly to deliver cleaner, greener and safer public spaces.

2.6.8 There are currently a number of Neighbourhood Warden Schemes in Coventry. These address a broad range of issues, including the swift reporting of environmental issues and acting as the 'eyes and ear's of local communities, building up confidence and encouraging local ownership within neighbourhoods. In 2004 the City Council agreed to support the development of a Corporate Warden Service in order to ensure that this service is available across the city, in areas of identified need. This work is progressing and the City Council is expected to approve mainstream funding for a total of 75 wardens at its budget meeting in February 2005.

2.6.9 As part of this process, the role of 'Street Crime Wardens', currently based in the City Centre and funded through the ODPM is under review. Since the introduction of this scheme a number of Police Community Support Officers have been allocated to the City Centre, who are providing a highly visible, uniformed presence. We now wish to incorporate the Street Crime Wardens into the new Corporate Warden service. This would slightly change the role of the wardens and would move them out of the City Centre and into the neighbourhoods. This will require the granting of additional freedoms and flexibilities and government is asked to agree tot his as part of this LAA.

2.6.10 Safer Estates Groups have been established and are currently being developed to broaden representation and to provide a problem solving approach within local neighbourhoods. These forums will provide the opportunity to flag PPOs, particularly those involved in anti-social behaviour.

2.7 **Liveability**

2.7.1 Coventry is one of 27 Liveability Pilots which are introducing measures to improve the management and maintenance of public open space. A series of service reforms are already being delivered and the Environment Theme Group is developing a programme of physical improvements that meet national and local liveability criteria. The programme will focus on streets, neighbourhood shopping areas; design; green spaces and places; neglected buildings; and engaging communities and be delivered through a balanced mix of demonstration projects and smaller scale community based projects.

2.7.2 A Best Value Review of the Coventry Street Scene in 2003/04 identified a significant variation in levels of contact or access for Street Scene Services from the 18 Wards. In addition, consultation exercises such as the Coventry Partnership's Household Survey in January 2004, identified the gaps between priority neighbourhoods and non-priority neighbourhoods, across the City, with levels of satisfaction with their local environment. Where environment issues were perceived poor, this did not generate, as might be expected, increased demand from residents for improved service provision.

2.7.3   The main point of contact for environmental issues has been the City Services Advice Centre dealing with in excess of 100,000 calls each year, as well as providing a City Centre reception for face to face enquiries. In order to improve access, there has since the mid 1990's been a free-call number and a lot of activity promoting and advertising services. However, as the Citizen Panel survey on environmental health and trading standards in June 2003 highlighted some of the reasons for not contacting the council, this included not knowing that we provided the service and not knowing who to contact.

2.7.4   The "Coventry Empowered" initiative will look to address these and other barriers by providing access to services in ways and at times that customers want, improving the ways we deal with the public and of informing people about our services.   Examples of good practice between partners are already in place to ensure easy access to services for residents such as the reporting of suspected abandoned vehicles. Arrangements are in place to capture and pass on the required information from West Midlands Police, who receive many of the complaints about abandoned vehicles to the City Council whose responsibility it is to deal with them in order to enable a prompt response. Partners in Coventry's Local Area Agreement will work together to build on these examples to identify and implement joint working that improves customer access and speed of response.

2.7.5   As well as providing improved access to services via a corporate contact centre and face to face first stop shops, Coventry Empowered will support Safer and Stronger Communities by significantly improved response and fix times via the use of ICT systems and tools. Some specific examples are:

- Use of hand held computer devices for the Street Services and Building Repair and Maintenance teams. Managers will be able to allocate and schedule work for operatives directly via the hand held devices, thus reducing waiting time. Managers will know the current location of each operative, together with their current workload, which is useful when emergency jobs are received, e.g. broken street lights.
- Use of workflow system to help tackle anti-social behaviour by better sharing of information between Partner organisations. This can be enabled by increased accuracy in the recording of anti-social behaviour incidents as information can be entered onto the system in real time, which will enable staff to spend more time on prevention and enforcement activities by cutting out duplication of processes and information provision.

2.8   **Young People**

2.8.1   The Coventry Youth Offending Service is well established and focuses on problem solving activities. A recent inspection recognised many examples of innovative work by the YOS, leading to an identifiable reduction of risk factors for children and young people. The work of the YOS, together with the local development of a Children's Services Directorate, will underpin the delivery of the children & young people priority in the Community Safety Strategy 2005/08.

2.8.2   The Coventry Offender Management Group has been established to oversee the implementation of the local Prolific & Other Priority Offender (PPO) Strategy and the Drug Intervention Programme (DIP). The PPOs identified through the catch and convict strand are subject to a Risk Assessment which identifies offenders and weights offence types. The findings of the recent Community Safety Audit show that

a number of crime types are negatively impacting on local communities. It has been agreed that these will inform the criteria for identification of PPOs. There is also an opportunity to monitor the impact of the PPO Scheme against local delivery of PSA1, which will ensure more effective targeting of resources and provide a measure of the impact of the PPO Strategy.

2.8.3 The Coventry Positive Activities for Young People (PAYP) Programme is a highly co-ordinated approach to the provision of leisure/diversionary activity across the city. The PAYP manager ensures that services are targeted at identified young people. This approach has been highly successful at reducing crime and antisocial behaviour across the city during the school holidays. During the 2003 summer school holidays a reduction of 48% in offending was recorded compared to the Summer of 2002. A reduction in offending has been achieved consistently during each school holiday in including Easter of 2004. It has been noted however, that as soon as the school holidays are over that crime increases again. In order to address this, discussions are taking place with a number of services and it is anticipated that activities will be co-ordinated during term time, in crime hot spot areas, supported by other sources of funding, including BCU and BSC funds.

2.8.4 The Coventry Positive Futures Project offers a diverse and targeted range of innovative sport, healthy lifestyle and leisure programmes aimed at supporting development of self-esteem, confidence and social/personal skills of participating young people. Between April 2003 and September 2004 the project worked with 589 young people and has evidenced outcomes related to greater social inclusion, engagement in education or employment outside of the programme. The Coventry Positive Futures Programme has been identified nationally and regionally as a model of good practice. Key to this has been the project's development work with service users, supporting them through mentoring, volunteering and trainee coaching schemes (Sport England, 2004).

2.8.5 The Coventry Youth Offending Service are leading the delivery of the prevent and deter strand of the PPO Strategy. The key components and principles of this priority are already in place through the Youth Offending Service's established Youth Offending Management Programme (YOMP). This programme identifies and targets persistent young offenders aged between 11 and 16 years who do not meet the eligibility criteria for an Intensive Supervision and Surveillance Programme (ISSP), but require more support than is offered by their community sentence. Young people are referred to YOMP if they have been convicted of offences committed on three or more separate occasions, are at risk of receiving a custodial sentence and are disengaged with education. The aim is to divert young people from involvement in further offending behaviour

2.9 **Local Public Service Agreement**

2.10 Parallel to this, work has been progressing on developing targets for LPSA Round 2. Possible community safety/environment targets submitted to the ODPM were as follows, although it is possible that further or alternative targets may be developed in line with the LAA.

- To increase the cleanliness of neighbourhoods, as measured by BVPI 199
- To reduce flytipping at x(no.) hotspots by y%
- To increase the percentage of abandoned vehicles removed within 24 hours of the relevant expiry notice period to … (potential new BV X21)

- To reduce the number of incidents of alcohol related crime and disorder by x% by 2008, using 2004/05 as a baseline
- To reduce the number of deliberate fires by x% by 2008 (BVPI 206)
- To increase the number of reported incidents of domestic violence by x% by 2008
- Increase the number of domestic violence victims and perpetrators accessing services by x% by 2008.

3 Proposals

BLOCK: Safer and Stronger communities
Funding Streams Requested: This will need to include details of allocations to the area for each funding stream by financial year from 2005/06 onwards
Outcomes Proposed: This will need to include any mandatory outcomes together with any additional outcomes proposed by the local area.
Possible Indicators: Whilst choice of indicators and subsequent targets is for the negotiation, local areas can if they wish propose indicators at this stage.
Shared Assumption such as passporting of funding to district councils, VCS etc or other special conditions agreed during negotiations

Block: Safer and Stronger Communities

Funding Streams Requested	Allocation		
	2005/06 £000	2006/07 £000	2007/08 £000
Neighbourhood Renewal Fund (NRF)	1,141		
New Deal for Communities (NDC)	452		
Single Community Programme	N/A		
Street Crime Wardens	200		
Building Safer Communities Fund	524		
DAT Partnership Support Grant	72		
Liveability Fund	1,650	1,250	500
Police Authority – Basic Command Unit	426		
Mainstream Funding:			
City Services Street Services	10,005	9,936	10,018
City Services Customer and Support Services	213	213	213

City Services Public Protection Services	269	269	269
Community Safety	834	834	834
TOTAL	**15,786**	**12,502**	**11,834**

4 Outcomes to be delivered

Outcome 1

To reduce crime, the harm caused by illegal drugs and to reassure the public, reducing the fear of crime and anti-social behaviour

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Possible Indicators

General crime and hate crime

- Reduce BCS comparator crime between 2003/04 and 2007/08 by 20%. This will be achieved by focusing activity to reduce the following crime types: domestic burglary; vehicle crimes; violence; robbery; and criminal damage. This will be more specific when the Local Policing Plan is available and the Statement of Agreed Targets 2002/06 - 2007/08 will be attached as an annexe.
- Reduce the proportion of aggregated crime (burglary/vehicle crime & robbery) in priority neighbourhoods by 2% more than the rest of the City
- Increase the perception of safety in neighbourhoods and the city centre in particular in relation to hate crime
- Increase the levels of reporting of hate crime
- Reduce the number of deliberate fires by x% by 2008 (To be negotiated as part of LPSA2)

Drugs

- Increase the number of problem drug users in treatment by 100% (1998 baseline) by 2008
- Increase year on year the proportion of problem drug users sustaining or successfully completing treatment programmes from 45% to 75%
- The number and amount of seizures of Class A drugs and subsequent supply offences brought to justice per 10,000 population (cocaine/crack/heroin) – 5% increase (only for this year. These have yet to be agreed with Police and GO for next three years)
- Reduce the number of incidents of alcohol related crime and disorder by x% by 2008, using 2004/05 as a baseline (To be negotiated as part of LPSA2)
- Reduce the fear of crime, by dealing with the effects of anti-social behaviour, local drug use or drug dealing
- Increase in the number of drug misusing offenders entering treatment through the CJS (To be negotiated as part of LPSA2)

Domestic violence

- Increase the number of reported incidents of domestic violence by x% by 2008 (To be negotiated as part of LPSA2)

- Increase the number of domestic violence victims and perpetrators accessing services by x% by 2008 (To be negotiated as part of LPSA2)

Young People

- Increase the number of non-attending pupils engaged in activities through targeted extended schools programme (BESTs, truancy monitoring and restorative work)

- Increase levels of awareness and information about personal safety, crime & anti social behaviour and the emergency services, among children and young people across Coventry Schools through targeted PSHE and Citizenship curriculum.

Outcome 2

To have cleaner, greener and safer public spaces

Possible Indicators

- Increase the cleanliness of neighbourhoods (To be negotiated as part of LPSA2)

- Reduce flytipping at x number of hotspots by y% (To be negotiated as part of LPSA2)

- Increase the percentage of abandoned vehicles removed within 24 hours of the relevant expiry notice period to x% (To be negotiated as part of LPSA2)

- Number of parks with Green Flag award

Outcome 3

To improve the quality of life for people in the most disadvantaged neighbourhoods and ensure service providers are more responsive to neighbourhood needs and improve their delivery

Possible Indicator

- % of people surveyed who feel that their local area is a place where people from different backgrounds and communities can get on well together

- % of residents reporting an increase in satisfaction with their neighbourhoods

- % of residents satisfied with delivery of local services and provision of local open spaces meets City average.

Outcome 4

To increase the capacity of local communities so that people are empowered to participate in local decision making and are able to influence service delivery

Possible Indicators

- Increase the number of people to 43 by 2006/07 who participate in helping tackle drug problems through volunteering, sitting on committees or action groups,

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informally assisting drug users or otherwise helping in an unpaid capacity

- 11% increase year on year the proportion of problematic drug users in treatment from 20% most deprived wards in local partnership

- an increased number of community activists involved in decision-making structures

- increased perception amongst those community activists that they can and are influencing decisions in: the Coventry Partnership; Coventry Partnership Theme Groups; and Neighbourhood Working Groups, etc.

- increase in the number of groups influencing decision-making by taking part in Community Empowerment Network activities

- increase in understanding, among community groups, of how they can participate in and influence local decision making

- increase in the level of activities that build social capital by increasing the confidence and capacity of individuals and small groups to get involved in their neighbourhood

- increase in the role played by the VCS in service delivery and evidence of more public service delivery by the VCS

- increase in the number of 'hard to reach' groups involved in the local community and in the level of activities that empower communities to build a common vision, a sense of belonging and a positive identity where diversity is valued.

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4 Work Programme

4.1 Reduce crime, to reassure the public reducing the fear of crime and anti-social behaviour and to reduce the harm caused by illegal drugs

Prevention activities include:

Communication

- Develop a city-wide media & communications strategy that focuses on high risk offences over a 12 month calendar of events.

- City Councillors to promote key community safety messages.

- Community Empowerment Network to assist in cascading crime reduction messages and local success stories to local neighbourhoods, in particular, hard to reach groups.

Community Cohesion

- Link with work in Children and Young People service block and Equalities and Communities theme group on community cohesion issues.

- Raise awareness of hate crime issues in order to improve understanding of cultural diversity and community cohesion for frontline staff.

- Community Empowerment Network to provide funding through small grants to activities that directly reduce crime, anti-social behaviour and the fear of crime, including diversionary activities for young people by voluntary and community groups and activities promoting community spirit and communication between residents.

Community Safety

- Community Empowerment Network to provide signposting for voluntary and community groups to sources of information and support in relation to community safety issues, including the work of other community groups.
- Review existing technical resources i.e. Automatic number plate recognition (ANPR), CCTV, mobile camera units (domehawk), facial recognition technology, etc and ensure it is being used to maximum effectiveness.

Children and Young People

- Work with partner agencies to develop extended police family roles, ie. capable guardian, place manager and intermediate handlers.
- Review current citizenship curriculum in order to ensure that programmes target young people both as victims and offenders
- To work with partners to provide diversionary activities for young people at targeted times and at high risk locations commissioned in partnership with voluntary and statutory agencies.
- Seek to engage Education & Libraries Children & Young People Services and Schools in the Prevent & Deter strand of the PPO Strategy through targeted 'early intervention'.
- Establishment of BESTs and new Safer Schools Initiatives.

Drugs and Alcohol

- Maximise opportunities to link with the Licensing Team of the Local Authority to consider the effects on the community of alcohol related crime and disorder.
- Develop an alcohol harm reduction strategy.
- Treatment and the Communities & Availabilities Programme Delivery Groups to continue work to strengthen local communities resilience to drugs, disrupt local drug markets, reduce drug related crime, and increase access to drug treatment services.

Intervention activities include:

- Implement Local Persistent and Other Priority Offender Strategy
- Implement Drug Intervention Programme
- Maximise powers available under the Anti-Social Behaviour Act 2003, including Closure Notices for premises where drugs are used unlawfully, dispersal notices, seizure of driving licences for kerb-crawlers, etc. in order to meet the requirements placed on us as an ASB Action Area.

4.2 **To have cleaner, safer and greener public spaces**

Prevention activities include

Communication

- City Councillors to promote environmental stewardship and community activity at a local level.

- Community Empowerment Network to assist in cascading messages on how to protect the environment, use energy more efficiently and improve urban environments.

- Community Empowerment Network to provide funding through small grants activities that promote community spirit and communication between residents, building a sense of ownership of the local environment including streets and buildings as well as green areas.
- Community Empowerment Network to provide signposting for voluntary and community groups to sources of support on making a better local environment, including the work of other community groups.

Services

- Develop and extend needle exchange schemes
- Review and identify priority locations for provision of sharps boxes
- Increasing the speed with which abandoned vehicles are removed from streets – seven day notice period for abandoned vehicles. Possible additional flexibilities required regarding exemptions
- Planned approach to ensuring street and open space "presence" at all hours – not just Neighbourhood Wardens but street cleaners, grounds maintenance etc., reconfiguring services to introduce extended evening/weekend hours

Infrastructure

- Link street light replacement programme to crime data
- "Home Zone" approach – gating, lighting, children's play
- Designing in maintenance and designing out crime – ensuring Street Services consultation on planning proposals
- Link access and signage in parks to health e.g. distances for prescribed walks
- Liveability training programme for agencies involved in designing and maintaining open space

Intervention activities include

- Graffiti cleaning project using YOS clients on restorative justice programmes
- Use mobile cameras to target anti-social behaviour and fly-tipping across identified areas
- Utilise Fixed Penalty Notices for graffiti, flyposting, litter, dog fouling, etc.
- Liveability improvements to vacant and derelict land and property
- Liveability physical improvements to 2 major parks, small scale green spaces, streetscape.

4.3 **To improve the quality of life for people in the most disadvantaged neighbourhoods and ensure service providers are more responsive to neighbourhood needs and improve their delivery**

Prevention activities include

- City Councillors to continue to work with Area Co-ordination/Neighbourhood Management to promote faster response and service solutions
- Area Co-ordination/Neighbourhood Management working with other Council Departments, West Midlands Police, West Midlands Fire Service and other

appropriate partners to develop a problem solving approach to community safety and environmental issues, using a structured tasking process

- Community Empowerment Network to encourage greater engagement by voluntary and community groups in the planning, monitoring and delivery of services at a neighbourhood level through neighbourhood management structures.

- Roll out city-wide best practice from councillor led and resident led activity and Neighbourhood Management and CEN, voluntary and community organisations, and health link workers will promote active citizenship/good neighbourliness.

- Community Empowerment Network to provide services at a grass-roots level through small grants that help meet the targets in the Coventry Community Plan, also building self-confidence, skills, knowledge and a can-do culture.

- Develop links between Street Services, Whitefriars Housing, Area Services Officers and Community Support Officer and Neighbourhood Warden Services.

- Link apprenticeship schemes to local areas

Intervention activities include

- Clean Neighbourhoods Bill – opportunities to take up new powers for *Flytipping* (ability to instantly seize and impound vehicles involved in fly-tipping and more effective clean up powers) ; *Fixed Penalty Notices* (more local flexibility in their use and ability to retain income); *Litter (*offence to litter anywhere, not just public land)

4.4 **To increase the capacity of local communities so that people are empowered to participate in local decisions making and are able to influence service delivery**

Prevention activities include

Local Governance

- City Councillor local leadership in collaboration with Area Co-ordination/Neighbourhood Management on Community Empowerment Network to work with local communities through Area/Ward Forums.

- Community Empowerment Network to facilitate independent 'mini-networks' that provide a mechanism for neighbourhood management, other major service providers and local groups to meet on an equal footing and work issues through and build better working relationships.

- Community Empowerment Network to enable groups to exchange information, good practice and mutual support through Saturday workshops and 'mini-networks' in order to be more effective in making better neighbourhoods and communities.

- Community Empowerment Network will act as an enabler to community and voluntary groups to engage with service providers through workshops and mini-networks

- Community Empowerment Network to raise awareness amongst community and voluntary groups of the issues being worked through by the Coventry Partnership and its Theme Groups, and consultations being undertaken, through the bi-monthly Speakeasy, the new rapid-fire CEN Bulletin and the CEN website and to promote communication between Theme Groups and the Partnership through CVSC/CEN networking of voluntary and community sector representatives.

- Stimulate and develop involvement in local governance. Councillors, Area Co-ordination/Neighbourhood Management working with Community Empowerment Network (CEN), voluntary and community organisations, residents groups and health link workers, will support a continuous programme of activities giving an overview of how public services work and how to get involved, e.g. how the council operates, how to influence council decisions, how to be a school governor, how to change your GP, etc.

- To roll out City-wide best practice from councillor led and resident led activity and Neighbourhood Management and CEN, voluntary and community organisations, residents groups and health link workers will promote active citizenship/good neighbourliness.

Local Management

- Neighbourhood Management working with partners will stimulate and encourage local community groups to develop local solutions to local problems around crime and environmental issues, where possible this could involve locally controlled resources.

- Identify opportunities to empower communities to engage in management of open space through devolved budgets, community trusts, "Friends of" groups etc.

- Community Empowerment Network to capacity build voluntary organisations and community groups to deliver better services through, for example, signposting groups to appropriate sources of support, including other groups who have been successful in dealing with that issue.

- The City Council, voluntary and community organisations and ICAR will continue the NRF funded work to develop local strategies for the integration of refugees in local neighbourhoods.

- To undertake capacity building of people involved in the management of community centres, as staff and as trustees, to develop a more robust approach to their business planning processes to ensure they are fit for purpose, sustainable and, where appropriate, can contribute to the community cohesion agenda

Healthier Communities and Older People

1   Introduction

1.1   Coventry City Council and the Coventry Teaching Primary Care Trust (tPCT) are jointly committed to improving services for local people. This is demonstrated in the way in which we work together through the Local Strategic Partnership, its sub groups and the Partnership Boards that have been established – most important for the Local Area Agreement is the Partnership Board for Older People.

1.2   We have demonstrated the strength of our partnership through the Health Inequalities Strategy (2003-06), which has been up dated in "Reducing Health Inequalities in Coventry 2004-07". These documents spell out our joint approach to reducing health inequalities. In addition the tPCT and the Local Authority with other key stakeholders and partners, including representatives from older people, have been working together to better integrate service delivery and achieve better outcomes for older people. We are committed to jointly commissioning integrated services for older people.

1.3   The City Council in its Cabinet Member Plan for Community Services states its overall aims: *"We anticipate that overall we will continue to maintain lower numbers of people needing and using residential care as we will both increase intermediate care services that will offer rehabilitation services to people and we will provide a range of better ways of supporting people in their own homes including better use of "supported housing" and "extra-care" housing. We will also ensure that there are appropriate services for people to purchase using their direct payments. This will increase the proportion of people being helped to live at home. We will have to ensure that our financial resources are targeted to meet those people with greatest needs."*

1.4   Both service providers and CEN have been represented on the planning group for this block. The voluntary sector is well-established as a major provider of contracted services on behalf of Social Services and the PCT, and also adds its own funding to deliver additional services. The Health Theme Group Leader is from the Swanswell Trust, and a priority for 2005/06 is further VCS representation on both the Theme Group and its working groups. The sector has a long tradition of engaging with the statutory sector through CVSC's Health and Social Care Forum. The Older People's Partnership includes representation from both service providers and older people's groups.

1.5   Some of the neighbourhood-focused Health Action Groups have good voluntary sector and community sector representation, although this can be more patchy elsewhere. The role of community groups in preventative work is gaining recognition, for example, in the pilot work on falls prevention in Foleshill, and in peer health education. In addition to the residential, day and domiciliary care provided by the voluntary sector, the community sector provides many neighbourhood-based opportunities for older people to come together and reduce their isolation. This is strongly reflected within CEN's membership and governance.

2   Background

2.1   The proposed Local Area Agreement for Healthier Communities and Older People is based upon the programmes agreed by:

- The Coventry Partnership – within the Community Plan (for health and healthier communities)
- The Older People's Strategic Partnership – (for older people)

2.2   These are set out in the following documents:

- The Community Plan 2003-2010
- Reducing Health Inequalities in Coventry 2004-2007
- The priorities of the Older People's Partnership Board

2.3   Our Local Area Agreement for this block will include three themes:

- Health Improvement and reducing inequalities
- Multi-agency approaches to Chronic Disease Management and Emergency Care
- Ensuring targeted support for older people from the poorest areas.

2.4   We propose to use the Local Area Agreement to focus our joint work between the Health communities, the Local Authority and the Voluntary Sector in both addressing health inequalities and to specifically better manage chronic diseases. To this end we will build on some existing work to:

- develop Intermediate Care Services
- promote better health
- develop multi-disciplinary case management (e.g. community matrons, district nurses and social workers sharing skills, knowledge and resources)
- improve the use of new technologies to help people to feel safer and better supported in their own homes
- develop our falls prevention strategy
- tackle benefit take up and fuel poverty through more focused campaigns.

2.5   In parallel to this, work has been progressing on developing targets for LPSA Round 2.   Possible targets submitted to the ODPM were as follows, although it is possible that further or alternative targets may be developed in line with the LAA.

- To increase the numbers of people attending a NHS Stop Smoking service and who stop smoking for at least four weeks
- To reduce admissions to hospital or residential or nursing home care of older people
- To increase the number of people who claim the benefits they are entitled to.

3   Improving Health and Reducing Inequalities

3.1   Coventry has a comprehensive partnership strategy for "Reducing Inequalities in Health", with the local authority, PCT and Coventry Partnership being key signatories. Published in 2003, the original strategy followed the six priorities as set out in the DoH's Tackling Health Inequalities Consultation on a Plan for Delivery. Each of the six priorities has a senior manager lead and programme delivery sub

group, and progress reports are received on a six monthly basis (copies are available if required).

3.2   The original Health Inequalities Strategy Group merged its agenda with the Coventry Partnership Health and Well Being theme group in November 2003 and was renamed the Health of Coventry group. Work to reduce health inequalities continues to grow and there are currently 12 programme delivery sub groups reporting directly to the Health of Coventry group and providing 6 monthly progress reports. The Health of Coventry group in turn reports directly to the Coventry Partnership, Local Authority Cabinet and the PCT PEC and Board.

3.3   In order to impact more fully on health inequalities in the city, significant additional resource has been secured from the PCT and the NRF. Coventry has been named as a 'spearhead PCT' to deliver the DoH's Choosing Health White Paper, and we already have in place
- expanded targets for smoking cessation services (see below)
- Coventry's version of the NHS Trainers (health link workers,) and have been invited to support the development of the national model.

3.4   Key priorities, targets and outcomes for Reducing Health Inequalities in Coventry are focused on delivering improvement to the city's 31 priority neighbourhoods. These include:

3.4.1 **Providing a firm foundation though a healthy pregnancy and early childhood**

- Reducing smoking in pregnancy – as part of the smoking cessation service, and by working with partners e.g. Sure Start, provide a dedicated cessation services for pregnant women and their partners. The local target is to reduce smoking in pregnancy from 24.6% in 2003 to 17% by March 2006. Progress at December 2004 show currently 21.6% of women remain smokers during their pregnancy

- Implementing the breastfeeding action plan - increase by 2% the initiation of breastfeeding in women living in disadvantaged neighbourhoods. Baseline data set at Sept.-Dec 2003 showed that 58.7% of women initiated breastfeeding at the time of delivery, progress at December 2004 shows that 63.3% of women initiated breastfeeding.

- Reducing Teenage Pregnancy Strategy – ensure implementation of the partnership TP strategy and the reduction of teenage conceptions by 55% by 2010 on the 1998 baseline of 60.5 per 1000. Progress shows that at 2002 Coventry rates had risen to 63.8 per 1000. (cross reference with Children and Young People's block)

- Providing tailored ante natal and support services to vulnerable pregnant women, and women from ethnic minorities through Pals in Pregnancy and Mamta.

- Delivering the NOF 5 A Day programme to families with children under 4 years of age. Between 2003 and September 2005 provide money off fruit and vegetable vouchers to 3000 families living in priority neighbourhoods.

- Delivering the national fruit in schools programme to all Coventry primary schools. 100% compliance was achieved in March 2004.

3.4.2 **Improving Opportunity for Children and Young People**

- Implement the National Healthy School Standard, and ensure that all 66 Coventry schools which have 20+ Free School Meal Eligibility (FSME) reach level three by March 2006 (minimum 50 schools)

- By March 2006 all secondary schools with 20+ FSME will have a teacher who has successfully gained the accredited PSHE qualification – target 20 teachers.
- By April 2006 a certificated PSHE programme will be established for community nurse professionals working with children and young people
- Ensure the delivery of the Young Peoples Substance Misuse Plan and associated targets – cross reference with Building Safer and stronger Communities 'block'.
- Reduce the hospital admissions rates for asthma in children aged 1-14 years in Spon End, Radford, Folehsill and Hillfields. 15 primary schools serve these areas, teacher training and policy advice will be offered to all schools with a target of 8 schools having an asthma policy in place by July 2005.
- Implement Coventry's Sexual Health Strategy, and Chlamydia screening programme, with a target to reduce Chlamydia infection by 25% by 2010, carrying out 15000 tests per year.
- Deliver the 'Clinic in a Box' (reducing teenage pregnancy and improving sexual health) service to 1500 young people in priority neighbourhoods by September 2006
- Active integration of the health inequalities agenda with the Children's and Young People's Strategic Partnership
- Halt the rise of obesity in children by delivering the Active Kidz programme; establishing BMI base line data for 5 year olds by July 2005; deliver the PSA targets to reduce the prevalence of obesity in children aged 5-10.

3.4.3 **Improving NHS Primary Care Services**

- The PCT has instigated a recruitment drive to attract more GP's to Coventry. To date 3 GP's have been facilitated into practice and 6 GPs have been recruited onto the salaried GP scheme. Whilst there still remain some vacancies, due to the uncertainty of the details GMS2 contract, practices are reluctant to commit further.
- By 2005 develop 6 one stop health centres **-** Willenhall Primary Care Centre opened end February 2004; Tile Hill Health Centre building in progress; progress on target in the areas of Longford, Keresley, Hillfields.
- 3 GP's with specialist interest in Diabetes, and one nurse practitioner/health promoter for African Caribbean communities have been appointed
- Target : By 2003 Coventry residents will be able to access a GP within 48 hours and a primary care professional within 24 hours. August 2004 data shows GP access = 96.4% and Primary Care Professional Access = 97.7 (100)%
- By 2003 secure a new base in Hillfields for the Anchor Centre for the homeless. By August 2004 the Anchor Centre now split into Anchor and Meridian (Asylum seekers) to ensure the needs of the different client groups are met. Practice manager appointed

3.4.4 **Tackling the Major killers: CHD and Cancer**

- Achieve Coventry stretched local targets for reducing smoking i.e.
  2002/3 DoH target for 4 week quitters = 1092   Coventry PCT actual = 1812
  2004/5 DoH target for 4 week quitters = 1910   Coventry PCT target = 2718
  2005/6 DoH target for 4 week quitters = 2456   Coventry PCT target = 3624
- Deliver Coventry's PSA target to reduce smoking in the population as a whole to 21% by 2008, the national timescale for this target is 2010.

- Develop an action plan to support Smoke Free Coventry by September 2005

- Delivering CHD/Cancer prevention with at risk communities e.g. South Asian, African Caribbean

- Promoting increased physical activity through the 'step o meter' programme in GP's, and walking for health programme and working with partners in Sports Centre trust and LA.

- On September 25th 2005 Coventry will host the all inclusive 'Lady Godiva Half Marathon'. Key impact measures will be the number of people taking part in the elite race; the wheelchair race; inclusive events such as relay teams, community based events and related event such as 'toddlers in the park'.

- Continue to deliver programmes detailed in Coventry's Healthy Eating Action Plan

- Develop a partnership strategy for reducing obesity by November 2005.

- Between April 2005 and March 2006 the LA Nutrition team will work with 120 families living in priority neighbourhoods, on shopping, cooking and healthy eating.

3.4.5 **Strengthening Disadvantaged Communities (including older people)**

- By September 2006 recruit and train 48 local unemployed (or underemployed) residents to act as local health link workers, delivering consistent and credible health messages and increasing access to services. NB this programme is Coventry's NHS trainer programme.

- By March 2005 6 health action groups (i.e. serving Coventry's 25% most disadvantaged population) will have been trained in Health Impact Assessment, and will have submitted plans for spending from the Health Improvement Development Fund allocation which maximise impact on health inequalities within their neighbourhoods.

- Working through the HoC evictions group and the Coventry Partnership Housing theme group aiming to reduce eviction rates for families with young children. Base line data shows that of 144 evictions from Whitefriars housing Association (previously LA) 10 were families with young children. Processes are being put in place to ensure that vulnerable families are not evicted unnecessarily.

- Refugee & Asylum Seekers- see primary care

  Specific targets regarding Older People

- By April 2005 an integrated falls service will have been developed and be operational.

- By April 2005 a falls co-ordinator, supported by home safety check co-ordinator will have been appointed.

- By March 2005 the Healthy Community Collaborative programme in Foleshill will have reduced falls in older people by 7%.

- By Dec 2005 30 'Extend' teachers will have been trained

- By June 2005 13 older people's groups will have received at least one course of Extend

- By March 2005 set up 2 Extend classes in Earlsdon covering 5 GP practices

- By March 2005 set up 7 pilot Extend classes in care homes.

3.4.6 **Tackling the Wider Determinants of Health Improvement through Government Policy**

- Regeneration and social inclusion action plan developed and adopted 2004/5, focussing all action on 31 priority neighbourhoods with the explicit intention of 'narrowing the gap'.
- All Coventry housing to meet the Decent Homes Standard by 2010
- Eliminate Fuel Poverty in the city by 2010, working towards achieving 85 reduction in fuel poverty year on year. Currently on target

3.5 Whilst all of the above relate to all sections of the population, specific targets have been set for older people's health within the "Strengthening disadvantaged communities" category above. They include:

- Reducing the number of falls resulting in serious injury and improving treatment and rehabilitation
- Promoting health and well being in older people.

3.6 **Protecting Vulnerable Adults from Harm**

3.6.1 Coventry City Council and its key partners (Health, Police, and Voluntary Sector) launched a multi-agency Policy, Procedure and Good Practice Guide for the protection of vulnerable adults from abuse in November 2003.

3.6.2 Since the launch, a rolling programme of staff development has been implemented, open to care staff from the statutory, independent and voluntary sectors. Iinformation for staff and the public about the Policy and Procedures has been produced and consultation is currently taking place to make this accessible to adults with a learning disability. A process to record and monitor the work undertaken under the Policy has been established, feeding a database that can generate quarterly reports. Two up-dates to the Policy have been issued and are available on the Council's inter -and intra-net sites.

3.6.3 The Government has established no performance Indicators for Vulnerable Adult Protection and the database hasn't been functioning for long enough for an evaluation to be completed, but, compared to other local authorities in the West Midlands, Coventry would appear to have a higher level of recorded abuse and a higher completion rate for the investigations it undertakes. The number of referrals this financial year passed last year's total before December and, if the rate of referral continues as at present, will rise by approximately 60% over the full year.

3.6.4 The above should be seen as a positive, indicating increased awareness of vulnerable adult abuse, and as an indicator of the success of the rolling programme of staff development. Ultimately, the success of the policy will be the empowerment of vulnerable adults to prevent their being abused. It is felt that further work needs to be done to promote this message in communites where English may not be the first language.

3.6.5   This work is part of ensuring that older people and other adults with care needs live in safer communities that promotes their well-being.

3.7   **Improving Local Delivery Mechanisms to Build Healthier Communities**

3.7.1   As part of the Local Area Agreement for Healthier Communities and Older People, it is proposed that the PCT's Health Promotion Service and the LA's Health Development Unit will extend and further refine their partnership working arrangements and define a formal partnership agreement in order to maximise the impact of both organisations on reducing health inequalities. The priorities identified above will remain the focus of planned programmes of intervention. Detailed joint objectives, targets and key outcomes will be developed by June 2005.

3.7.2   This strategy links to other initiatives at national and local level, including the Choosing Health White Paper: Coventry as a 'Spearhead' PCT: Children's Green Paper: Sure Start: NDC: Healthy Communities Collaborative: Teenage Pregnancy and Sexual Health Strategies: Strategy for Asylum Seekers and Refugees: Food Standards Agency, Drugs Strategies, etc.

4   **Targeting multi-agency approaches to chronic disease management and emergency care**

4.1   This will include:

- Case Management for people with Chronic Diseases and those with complex health and social care needs
- Integrated Intermediate Care to prevent hospital admission and facilitate rehabilitation and reduce the use of long term placements
- Case Management for people admitted to acute care, introducing best practice in managing patients acute journey
- Expert patients and carers programmes for those with more complex needs.
- Focus on specific ethnic or geographical community needs

4.2   The main aim of this part of the agreement is to examine how we are tackling health inequalities across the city with specific attention paid to the impact on older people. The L.A.A will address Children's Health needs, and drug related health issues within the appropriate "blocks" of the agreement. In the longer–term we expect to establish a fourth arm to the agreement which will evolve from our Older People's Housing Strategy. The work will bring together the Coventry Partnership's Health in Coventry Group with the work of the Older People's Partnership Board.

4.3   **Managing Chronic Disease**

4.3.1   In Coventry it is recognised that many thousands of people suffer from some form of chronic disease. In addition the rate of admission to hospital for people over 65 is the highest in the Strategic Health Authority area. We are currently analysing data about the people who are admitted to hospital most frequently to determine where to focus our energies. The prevalence of these conditions is higher amongst the poorest communities and contributes significantly to the health inequality gaps in the City.

4.3.2   There are two approaches we might take to trying to manage and reduce chronic diseases and the impact of complex health and social care needs. First there is the preventative approach where smoking cessation programmes, dietary advice, exercise and promoting healthy communities can all play a part. These can be

tackled alongside the greater use of technologies, tackling poverty through benefit take up campaigns, improving housing conditions, ensuring transport policy is meeting community needs, tackling fuel poverty and developing anticipatory services that can help people before their conditions worsen. Second, is building a service infrastructure that can better help people manage their conditions. This will involve "expert patient" programmes, community matrons and social workers developing packages of care that help manage the impact of the disease.

4.3.3   Our proposal is to develop means to ensure that all people participating in expert programmes or receiving support with a long term illness via the NHS should be signposted and supported to ensure they are maximising income, have a safe house and can access community based facilities such as libraries and adult education.

4.4   **Intermediate Care**

4.4.1   In Coventry we have been working to a basic set of beliefs that the so called "prevention agenda" for older people has been based on some inaccurate assumptions. Our view is that delivering certain low level services to older people does not "prevent" anything. This applies in particular to housework and low level clubs, etc. These services are very much appreciated by older people but can, if anything, increase dependency on services at too early an age.

4.4.2   We have focused our thinking on delivering services where there is a clear evidence base to support the view that they are preventative - for example, falls prevention, secondary prevention of strokes, measures which reduce fear of crime and short term therapy services that enable people to regain confidence in their own ability to cope. Thus with short term intensive support Older People are able to live and enjoy community life to a greater extent. This has particularly been a focus for our Occupational Therapy Services. We are now extending and integrating our Intermediate Care Services. These services will play a part in our approach to case management, Chronic Disease Management and our determination to reduce hospital admissions and overall occupied bed days attributable to older people.

4.4.3   We are now extending our range of "intermediate care services". These include residential, day and domiciliary care services commissioned or provided by the local authority in partnership with the PCT alongside increased use of therapeutic and health care support provided by health professionals. The new joint Intermediate Care Service, which will operate under a pooled budget (Section 31) is now in the first stages of its establishment. This service aims to reduce hospital admissions, reduce the admission from hospital to residential and nursing care and to ensure that through short –term interventions older people can remain living in the community for longer. If this set of services is put alongside the new "extra-care" housing schemes and the improved domiciliary care services then it can be expected that a number of key Government Targets can be met. We would use the Local Area Agreement to assist us in monitoring the development of these services to ensure that our ambitions and objectives are being met by the services we develop.

5   **Ensuring that older people in greatest need receive targeted support**

5.1   This includes
        • increasing Pension Credit Take-Up.
        • maximising other benefits
        • reducing risks at home including distraction burglary, fire, falls, managing winter warmth.

5.2   **Pension Credit Take-Up**

There have been some discussions in the City between the department of Work and Pensions and the Social Services Assessment Team on a joint protocol for information sharing. We need to build on this work to examine the impact of both this project and other work across the City on benefits take-up. We have recently been awarded a contract with the DWP to promote the take up of Pension Credit and other benefits.

6   Proposals

BLOCK: **Healthier Communities and Older People**
Funding Streams Requested: This will need to include details of allocations to the area for each funding stream by financial year from 2005/06 onwards
Outcomes Proposed: This will need to include any mandatory outcomes together with any additional outcomes proposed by the local area.
Possible Indicators: Whilst choice of indicators and subsequent targets is for the negotiation, local areas can if they wish propose indicators at this stage.
Shared Assumption such as passporting of funding to district councils, VCS etc or other special conditions agreed during negotiations

Block: Healthier Communities and Older People			
Funding Streams Requested	**Allocation**		
	2005/06 **£000**	**2006/07** **£000**	**2007/08** **£000**
Neighbourhood Renewal Fund (NRF)	822		
New Deal for Communities (NDC)	1,265		
Access and Systems Capacity Grant	3,610		
Mental Health Grant	802		
Carers Grant	1,187		
Preserved Rights Grant	1,691		
Residential Allowance Grant	1,085		
Delayed Discharges Grant	618		
Supporting People (commissioned from all providers - £4.3m in 04/05)			
Mainstream budgets:			
Social Services Older People	28745	29495	29495

Social Services Vulnerable Adults	107	107	107
Primary Care Trust	5246		
City Services Sexual Health	35	35	35
City Services Healthy Eating	182	182	182
City Services Health Development	257	257	257
City Services Pest Control	105	105	105
TOTAL	**45,757**	**30,181**	**30,181**

6.1 In addition the following budgets represent a number of global amounts which the PCT could potentially pool in order to commission improved services to meet the outcomes of the local area agreements. Further details in respect of process and outcomes for joint commissioning of services will need to be discussed and finalised further, before presenting to the PCT Board for their approval:

Global Budgets

Public Health provider services	£769K
Health Inequalities	£1m
Health Promotion	£800k
Demand management (long term conditions)	£1.9m
Primary Care commissioned service	£777K
Older People's Budget	to be confirmed

5   Outcomes to be delivered

Outcome 1

Increased levels of health and fitness, for all including:
- healthy pregnancy and early childhood
- Opportunities for Children and Young People
- NHS Primary Care Services
- Focusing on major killers – coronary heart disease and cancer
- Tackling disadvantage
- Reducing the number of falls resulting in serious injury and improving treatment and rehabilitation
- Promoting health and well being in older people

Possible indicators (Some may be negotiated as part of LPSA2)

- Reduction in serious fractures among people who fall
- Reduction in adult smoking rates (To be negotiated as part of LPSA2)
- Reduce smoking in pregnancy from 24.65% in 2003 to 17% by March 2006
- Reduce teenage conceptions by 55% by 2010
- Half the rise of obesity in children and deliver PSA targets to reduce the prevalence of obesity in children aged 5-10
- Achieve stretched local targets for reducing smoking; reducing smoking in the population as a whole to 21% by 2008.
- By March 2005 the Healthy Community Collaborative programme in Foleshill will have reduced falls in older people by 7%

Outcome 2

Effective rehabilitation and increased independence through a multi-agency approach to chronic disease management and emergency care, including:
- case management for people with chronic diseases and those with complex health and social care needs,
- Case management for people admitted to acute care, introducing best practice in managing patients acute journey,
- Integrated intermediate care to prevent hospital admission and facilitate rehabilitation and reduce the use of long term placements,
- Expert patients and carers programmes for those with more complex needs

Possible indicators (Some may be negotiated as part of LPSA2)

- Reduction in emergency hospital admissions of people aged 65+
- Reduction in readmission rates and overall occupied bed days
- Proportion of Older People helped to live in their own home
- Maintain low levels of admissions to residential care

Outcome 3

Increased safety and security for older people most in need by offering targeted support, including.
- increasing Pension Credit take-up
- Maximisation of other benefits
- Reducing risks at home including distraction burglary, fire, falls, and managing winter warmth.

Possible indicators (Some may be negotiated as part of LPSA2)
- Increase in take up of Pension Credit
- Achieve 85 reduction in fuel poverty year on year

7   Work Programme

7.1   The first stage of the programme is to establish the current services that we are providing in the City across the health, local authority, Pension Service and community sectors in order to determine if we have the right alignment of services and what further changes we would propose to make the shape of services to meet our overall objectives. This would be completed by the end of February 2005.

7.2   The Second phase will involve the establishment of a series of sub-groups of the Partnership Board that would take responsibility for the development of services in the following areas:
- The Intermediate Care Board
- The use of Assistive Technologies Group
- The Older People's Housing Strategy Group
- The Pension Credit take-up Group
- The Falls Prevention Group
- The Chronic Disease Management Group.

7.3   Each Group (which may become a Board when agreements on service development are agreed) will have a set of terms of reference that will require them to come up with proposals for the development of services in the City, within the parameters of existing resources. They will all report to the Older People's Partnership Board within a 6-month framework.

7.4   The third phase of the work would be to look at where, through the use of Section 31 Powers and other Partnership arrangements (e.g. between the Local Authority and the Department of Work and Pensions), we could establish joint services or clear partnership protocols that would have an impact on the health and well-being of the older people's population. Clear proposals will be put in place by August 2005.

7.5   All groups would report on progress and any proposed changes through the Older People's Partnership Board, which in turn would report to the Healthy City Group of the Local Strategic Partnership.

Appendix 6

Coventry Local Area Agreement – Organisational Arrangements

1   Local Area Agreement Steering Group

Role: Interface group between Government Office and Coventry when discussing Local Area Agreement

Chair: Sheila Healy (ODPM and GOWM)

Government Office representatives

- Barbara Dundas (Children and Young People),
- Janet Baker (Healthier Communities and Older People)
- John Curtis (Safer and Stronger Communities)

Coventry representatives

- Coventry Partnership Chair – Louise Beard (Chamber of Commerce, Chair of Partnership)
- Council Leader – Cllr Ken Taylor
- Council Deputy Leader – Cllr Tony O'Neill
- Council Opposition Leader – Cllr John Mutton
- Council Chief Executive/Partnership Secretary – Stella Manzie
- Coventry Partnership Community Advocate – Brinder Seni
- Coventry Voluntary Services Council – Stephen Banbury
- Council Director of Finance – Angie Ridgwell
- PCT Chief Executive – Laurence Tennant
- Others to attend as appropriate – Police Chief Superintendents, Council Chief Officers etc

2   Local Area Agreement Strategy Group (Coventry Partnership Operations Group with additions from key agencies)

Role: Strategic Overview, progress monitoring

Lead - Louise Beard, Partnership Chair

Lead officer support: David Galliers

Partnership Operations group
- Louise Beard, Chief Executive, Coventry and Warwickshire Chamber
- Chris Duffield, Chief Superintendent, West Midlands Police
- Brinder Seni, Community Advocate
- Peter Shearing, Learning and Skills Council
- Howard Farrand, Chief Executive Whitefriars Housing Groups
- Cllr Ram Lakha, City Council
- Cllr Tony O'Neill, City Council
- Les Ratcliffe, Jaguar
- Laurence Tennant, Chief Executive ,PCT

- Stephen Banbury, CVSC
- David Galliers, Partnership Development Manager
- Stella Manzie, Chief Executive/Partnership Secretary
  Plus
- John Bolton, Director of Social Services and Housing, City Council
- Roger Edwardson, Director of Education and Libraries, City Council
- Stephen Pickering, Director of City Services, City Council
- Angie Ridgwell, Director of Finance and ICT, City Council
- Keith Williams, Public Health , PCT
- Sue Kingswell, Public Health, PCT
- Steve Dugmore, Chief Superintendent, West Midlands Police

3   Coventry LAA Support Group

Role: Undertaking overview work and thinking on the LAA including ensuring work of all three groups fit together, supporting the Strategy Group and Forum/Board interface with Government

Lead: Stella Manzie

Lead officer support : Roger Hughes/Carl Pearson

- Roger Hughes Head of Corporate Policy
- Carl Pearson, Head of Regeneration, City Council
- Janice Nichols, Head of Area Co-ordination, City Council
- David Galliers, Partnership Development Manager
- Laurence Tennant, PCT Chief Executive
- Keith Williams, Director of Public Health, PCT
- Sue Kingswell, PCT
- Barry Hastie, Principal Accountant, City Council
- Jos Parry, Head of Policy , Commissioning and Performance, Children's Services, City Council
- Tariq Ditta, Head of Customer Support Services, City Services, City Council
- Jeanette Blount, Planning & Performance Co-ordinator (Acting), City Council
- Rob Allison, CVSC
- Sheila Bates, Community Empowerment Network
- Brinder Seni, Community Advocate
- Sara Roach, Community Safety Manager, City Council

4   Service Blocks

Roles: Developing the thinking on Partnership, agency and Government objectives and how they can best be achieved through Local Area Agreement, also identifying links with other groups

a)   Children and Young People (Existing Groups)
Lead: Stella Manzie/Roger Edwardson/Laurence Tennant
Lead officer support: Jos Parry/Richard Keble

**Children and Young People's Strategic Partnership
Joint Management Group**

- Stella Manzie, Chief Executive, City Council
- Laurence Tennant, Chief Executive, PCT
- Stephen Banbury, Chief Executive, CVSC
- Sheila Bates, Children's Champion, Coventry Partnership (and Community Empowerment Network)
- Mike Bell, Chief Executive, Coventry & Warwickshire LSC
- John Bolton, Director of Social Services and Housing, City Council
- Sara Roach, Community Safety Manager, City Council
- Chris Duffield, Chief Superintendent, West Midlands Police
- Steve Dugmore, Chief Superintendent, West Midlands Police
- Bob Minshull, Chief Superintendent, West Midlands Police
- Chris Edwards, Head Teacher, St Bartholomew's School
- Roger Edwardson, Director of Education and Libraries, City Council
- Sarah Faulkner, Programme Director, PCT
- Suzanne Gibbon, Relate
- Elaine Hancox, Early Years and Childcare
- Richard Keble, Children's Strategic Partnership Manager, City Council
- Sue Marsh, Children's Lead, PCT
- Mandy Mason, Local Authority Liaison Officer, West Midlands Police
- Richard Nason, Head Teacher, Corley School
- Janice Nichols, Head of Area Co-ordination, City Council
- Brian Parker, Head of Services for Communities, Education and Libraries, City Council
- Jos Parry, Head of Policy and Performance, Education and Libraries, City Council
- Lesley Pymm, West Midlands Probation
- Ruth Snow, Head of Services for Schools, Education and Libraries, City Council
- Steve Stewart, Executive Director, Connexions
- Maybelle Tatman, Consultant Paediatrician, PCT
- Howard Woolfenden, Head of Children's Services, Social Services, City Council
- Chris West, Finance Strategy, City Council
- Neelash Sutaria, HR Manager, City Council

Core Group
- Roger Edwardson, Director of Education and Libraries, City Council
- John Bolton, Director of Social Services and Housing, City Council
- Laurence Tennant, Chief Executive, PCT
- Stella Manzie, Chief Executive, City Council
- Jos Parry, Children's Services
- Richard Keble, Children's Services
- Chris West, Finance Strategy
- Neelash Sutaria, HR Manager, City Council
- To be agreed – HR support – Health and City Council

b) **Safer and Stronger Communities (Links –Community Safety Partnership, Environment theme group, Liveability)**

Lead Officers: Steve Dugmore/Stephen Pickering
Lead Officer Support –Sara Roach

- Stella Manzie, Chief Executive, City Council
- Steve Dugmore, Chief Superintendent, West Midlands Police (Chair - Community Safety Partnership)

- Stephen Pickering, Director, City Services, City Council
- Robert Hulland, West Midlands Fire Service
- Liz Millett, Chief Executive, CV One
- Sara Roach, Community Safety Manager, City Council
- Mandy Mason, Local Authority Liaison Officer, West Midlands Police
- Janice Nichols, Neighbourhood Management, City Council
- Adrian West, City Services, City Council
- Shirley Young, City Services, City Council
- Tariq Ditta, City Services, City Council
- Sheila Bates, Community Empowerment Network
- Rob Allison, CVSC
- Zulf Darr, Finance Manager, City Council
- Bob Keith, Groundwork

c) **Healthier Communities and Older People (Links-Older Person's Partnership Board, Health theme Groups)**

Lead Officers: John Bolton/Laurence Tennant
Lead officer: Cat Waterworth

- John Bolton, Social Services and Housing , City Council
- Laurence Tennant, Chief Executive, PCT
- Keith Williams, Public Health, PCT
- Sue Kingswell, Public Health , PCT
- Sally Burton, Older People, City Council
- Mick Green, Public Protection, City Council
- Trevor McCarthy, Swanswell Trust
- Pam Lewis, Community Empowerment Network
- Inspector Julia McNaney, West Midlands Police
- UHCW rep to be agreed
- Stella Manzie, Partnership/City Council
- Roger Hughes, Head of Corporate Policy, City Council
- Bob Yeadon, Finance Manager, City Council
- Michael Vincent, Age Concern
- Pauline Dye , Carers Centre