

## Camden Local Strategic Partnership

**Meeting:** 4 July 2008

**Report Title:** Camden's Local Area Agreement (LAA) 2008/9 – 2010/11

**Report of:** Finneguela O'Brien, Head of Performance, London Borough of Camden, tel: 020 7974 5645  
[finneguela.o'brien@camden.gov.uk](mailto:finneguela.o'brien@camden.gov.uk)

Katie Gilman, Senior Policy Officer – Performance, London Borough of Camden, Tel: 020 7974 3200,  
[katie.gilman@camden.gov.uk](mailto:katie.gilman@camden.gov.uk)

**Purpose:** This report provides the LSP with a progress update on the delivery plan arrangements for the LAA 2008-11. It contains proposals on the lead partnerships arrangements for LAA indicators that fall outside the remit of the four existing thematic partnerships.

### **Recommendations:**

The LSP is asked to:

1. Note the progress to date in developing delivery plans for each LAA target. A number of draft delivery plans are attached to this report for LSP members to note and comment.
2. Agree the proposal that the LSP receive an overview report at its October business meeting setting out a high level summary of the full set of delivery plans.
3. Agree the recommendations of the Extended Planning and Performance Group on which partnerships should be responsible for the delivery and performance management of LAA indicators that fall outside the remit of the four thematic partnerships.

## **1. Introduction**

- 1.1. The Local Strategic Partnership has received regular reports on the development of the new LAA. At its business meeting on the 8 May 2008 the LSP agreed the governance arrangements for the new Local Area Agreement 2008-11 including that:
  - The four thematic partnerships should sit at the heart of the delivery arrangements for the new LAA, accepting that since not all of the indicators/targets are covered by the four key partnerships, other partnerships would also need to have a role, and that partnership arrangements for areas not currently covered by one would need to be explored.

- Summary delivery plans would be prepared by the lead partner for each LAA indicator (or related groups of LAA indicators), covering the main actions involved in delivering each target. The draft plans would then be discussed and developed with partners at the appropriate partnership meeting.
  - Membership of the Council's Planning and Performance Group (PPG) be expanded for alternate meetings (quarterly) to include representation from the Police, PCT, Job Centre Plus, LSC and the VCS. This would have a co-ordination and support role to the LSP.
- 1.2. The first meeting of Extended PPG took place on 16 June 2008 where they considered two LAA reports, looking at the partnership arrangements in place to deliver the LAA and considering the first set of nine draft delivery plans.
- 1.3. The purpose of this report is to set out the recommendations of that group in terms of the partnership and delivery arrangements.

## **2. Delivery Plans**

- 2.1. Draft delivery plans will be produced for all LAA targets by August and considered by Extended PPG at its September meeting. The plans will be considered and signed off by the respective partnerships over the summer/autumn period and a high level summary provided to the LSP meeting in October 2008.
- 2.2. Four draft delivery plans are included at Appendix A in this report for illustrative purposes, namely:
- Local Indicator A – Reducing drug crime and overall crime in Camden Town
  - NI 51 - Effectiveness of child and adolescent mental health services (CAHMs)
  - NI 141 - Vulnerable people achieving independent living
  - NI 191 - Residual household waste per household.
- 2.3. The LSP are asked to note the progress in these areas and provide feedback on the draft plans.

## **3. Lead Partnership proposals**

- 3.1. The Extended Planning and Performance Group received a paper setting out the current partnership landscape in Camden. As the four thematic partnerships are intended to sit at the heart of the delivery arrangements for the new LAA the group looked at each partnerships existing performance management arrangements and their involvement in the LAA to date.
- 3.2. The paper also set out possible lead partnership options for the 12 LAA targets that fall outside the remit of the four thematic partnerships. The LSP are asked to consider the following recommendations from the group:

- **Social Cohesion Forum (SCF):** to lead on delivery and performance management of:
  - NI 1 (people getting along together) and
  - Local Indicator H (Social Cohesion).

The Forum has strong links with the LSP as the Leader of the Council chairs both the LSP and the SCF and there is an established mechanism for reporting back on issues to the LSP, which could be on an exception basis.

- **Supporting People Commissioning Body (SPCB):** to lead on delivery and performance management of:
  - NI 141 Percentage of vulnerable people achieving independent living

The SP Commissioning body has an established track record of managing this indicator which is the old Supporting People Key Performance Indicator 2a. Whilst this body has not previously had formal reporting links with the LSP, the Council is the lead for the Body and its membership includes partners such as Probation and the PCT therefore exception reporting of any concerns around performance could be made to the LSP.

- **Health & Well-Being or Older People Partnership:** Work is underway to explore the possibility of establishing an older people partnership board in the borough. It is also being considered whether such a partnership could be broadened into a wider health and well being partnership. There are 3 indicators that could be the responsibility of a wider health & well-being partnership if one was to be developed:
  - NI 125 Achieving independence for older people through rehabilitation/ intermediate care
  - NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information
  - NI 136 People supported to live independently through social services (all adults)

A report detailing the outcome of this research will be presented to the LSP in the autumn. The LSP is asked to agree that interim delivery arrangements for these indicators be the responsibility of the Council.

- 3.3. The group discussed the partnership arrangements for a number of other indicators where the position has not been clear. The LSP are asked to note the following outcomes of the group discussion:

- *Local Indicator I on English language skills:* agreed that the Economic Development Partnership would take the lead partnership role although the CYPP will contribute to delivery.
- *NI 6 on Volunteering:* agreed to convene a meeting to discuss further where the lead partnership responsibility for this indicator should sit as it could be the Social Cohesion Forum or the EDP. The outcome of this meeting will be reported back to the LSP in October.

- *Local indicator B on Overcrowding*: agreed that this indicator be monitored as part of the existing performance management arrangements for the delivery of the Housing Strategy.
- *NI 154 on housing supply*: agreed that performance management arrangements are already in place within the Council for monitoring this indicator which is linked into the London Plan. Officers from across Directorates within the Council will continue joint working arrangements to deliver this target.
- *NI 186 Per capita reduction in CO2 emissions and NI 191 Residual household waste per household*: agreed to consider the options for performance management of these indicators following the LSP decision on setting up a Climate Change Partnership and agreeing what its remit will be.

**REPORT ENDS**

## Local Camden Town Drug Crime rate

## Local Camden Town Overall Crime rate

### RESPONSIBILITY

Role	Body	Contribution	
Lead Partner	<b>Met Police</b>	Core business plus additional police officers in the area	
Delivery Partner (Statutory)	<b>London Borough of Camden</b>	Staff Resource, funding for interventions, funding for PCSO's in the area (ends October 2009)	
Delivery Partner (Statutory)	<b>Camden Primary Care Trust</b>	Staff Resource, funding for substance misuse services (TBC)	
Delivery Partner (Non-statutory)	<b>Camden Town Business Improvement District</b>	Cutting Crime Group, funding and staff resources (TBC)	
Lead Partnership	<b>Camden Community Safety Partnership</b>	Contributing Partnership(s)	<b>Drug and Alcohol Team (DAAT)</b>
Responsible Officer	Chief Inspector Paul Morris (TBC)		

### TARGETS

	Baseline 2005/06	2008/9 target	2009/10 target	2010/11 target	
<b>Drug Crime</b>					Data available: monthly Data lag: 3-4 weeks Proxy details: not applicable
LAA targets	1464	1025	TBC	TBC	
<b>Overall Crime</b>					Data available: monthly Data lag: 3-4 weeks Proxy details: not applicable
LAA targets	3014	2716	2517	2417	

**DELIVERY**

Key workstream/ project/ action	Milestones	Success measure	Resources	Lead	Further information
Continued patrol coverage in the Camden Town priority area by: Police Community Support Officers	Ongoing to October 2009	Year-on-year reduction in crime in the area.  Reduction in visible drug dealing in the area	2008/09 £360,000 Council core funding/ABG; 2009/10 £140,000 Council core funding to October 2009	Tony Brooks, LB Camden	Camden's Community Safety Partnership Strategy, CamdenSafe 2008 – 11
Police	TBC		1 x Safer Neighbourhood Team 1+9 Camden Town Policing Team	Inspector Taylor Wilson, Police	
Continue to tackle drug related crime and anti-social behaviour in the Camden Town area by encouraging drug users to access treatment services, enforcement action. (see also the delivery plans for NI 21 and NI 16)	Ongoing to March 2011	Year-on-year reduction in crime in the area  Increased number of treatment referrals to the 184 drug treatment centre	Core staffing resources from the police and council.  Part of £35,000 for the CDRP's Camden Town Operational Group for drug interventions in the area  Funding for treatment services TBC.	Inspector Taylor Wilson, Police	Camden's Community Safety Partnership Strategy, CamdenSafe 2008 – 11
Continue to tackle alcohol related disorder in Camden Town through the targeting of alcohol related violence hotspots, enhanced management in problem	Ongoing to March 2011	Dispersal orders and drinking banning orders in place.  Dispersal orders	Core staffing resources from the police and council.  Part of £40,000 for the CDRP's Camden	Inspector Taylor Wilson, Police	Camden's Community Safety Partnership Strategy, CamdenSafe 2008 – 11

premises and active use of enforcement powers. (see also the delivery plan for NI 15)		and drinking banning orders in place.	Town Operational Group for interventions in the area		
Improve alcohol regulation in the Camden Town area by introducing a marshalled taxi rank.	Ongoing to March 2011	Implement a marshalled taxi rank	Core staffing resources from the police and council.  Part of £40,000 for the CDRP's Camden Town Operational Group for interventions in the area	Inspector Taylor Wilson, Police	Camden's Community Safety Partnership Strategy, CamdenSafe 2008 – 11
Work with partners to design out crime through contributing to Streetscape improvements.	Ongoing to March 2011	Improved satisfaction and feelings of safety in the area	TBC	Inspector Taylor Wilson, Police	Camden's Community Safety Partnership Strategy, CamdenSafe 2008 – 11
Continue to address local concerns by supporting: 1. residential communities	Ongoing to March 2011	Feedback from Safer Neighbourhood Panels and Camden Town Community Group	Core staffing resources from the police and council.	Tony Brooks, LB Camden	Camden's Community Safety Partnership Strategy, CamdenSafe 2008 – 11
2. Business communities, including working closely with the Camden Town Business Improvement District.		Feedback from the CTU Cutting Crime Group and local businesses			
Work with local businesses to support and further develop the radio scheme in Camden Town to tackle crime and anti-social behaviour.	Ongoing to March 2011	Increased numbers of businesses that are a part of the radio scheme.	TBC	Inspector Taylor Wilson, Police	Camden's Community Safety Partnership Strategy, CamdenSafe 2008 – 11

## Commentary:

- Addressing crime and anti-social behaviour is complex and cross-cutting. This delivery plan should be considered in conjunction the delivery plans for NI 15 Serious violent crime, NI 16 Serious acquisitive crime, NI 21 Local concerns about ASB/crime, NI 42 Perception of drug use and dealing, and NI 19/111 Youth offending.
- The main strategies relevant to this work are: CamdenSafe 2008-2011, Camden's Community Safety Partnership Strategy and the Camden Alcohol Harm Reduction Strategy 2007 – 2011.
- Much of the work of various partners engaged in community safety, crime and antisocial behaviour will come from within existing resources. However there are a number of activities and specific interventions that have been historically resourced through the LAA, which have now been incorporated by government into the new Area Based Grant. While funding for the financial year 2008/09 has been allocated, funding levels for future years has yet to be confirmed.

**RISK ASSESSMENT**

Risk	Likelihood	Impact	Mitigating Actions
Council funding for PCSOs in the area not continued beyond Oct 09.	Amber	Red	Ensure that mainstreaming of this funding is considered.
Reduction in the additional police resource in the area	Green	Red	Ensure that Camden Town continues as a strategic priority and to monitor through tasking and performance management structures.

**FURTHER INFORMATION**

Contact

## NI 51 – Effectiveness of child and adolescent mental health (CAMHs) services

### RESPONSIBILITY

Role	Body	Contribution	
Lead Partner	<b>LB Camden (CSF)</b>	£880,396	
Delivery Partner (Statutory)	<b>PCT</b>	£4,591,541	
Delivery Partner (Statutory)			
Delivery Partner (Non-statutory)	<b>Tavistock &amp; Portman Trust</b>	Main Provider of Tiers 2&3 CAMHS	
Delivery Partner (Non-statutory)	<b>Brandon Centre</b>	Key Partner and provider representing voluntary sector on JCG	

  

Lead Partnership	C&YP Partnership	Contributing Partnership(s)	[Other or sub-group]
Responsible Officer	Yvette Stanley - AD Partnerships, Strategy and Commissioning		

### TARGETS

LAA targets	Baseline [2006/7]	2008/9 target	2009/10 target	2010/11 target	Data available: Annual self assessment Data lag: None Proxy details: N/A
	16	16	TBC*	TBC*	

\*Note: this LAA target is subject to change once new national outcome measure has been developed

### DELIVERY

Key workstream/ project/ action	Milestones	Success measure	Resources	Lead	Further information
Implementing and reviewing newly configured community based CAMHS	Ongoing evaluation Annual Review April 09	Review complete and signed off by CAMHS JCG	£1,013k Combined PCT/CSF CAMHS funding	Provider: Tavistock & Portman Trust. Lead Officer: CAMHS Commissioning Manager	C&YP Plan /CAMHS Strategy
Evidence based alternatives to in-patient admissions	March 09	6 MST cases commissioned	£18k PCT Tier 4 budget	Provider: Brandon Centre. Lead Officer: CAMHS Commissioning Manager	

Routine data and outcome monitoring	Q1,2,3,4 2008/09	Minimum data set across providers. Outcome monitoring tools routinely used – linked to new national Value added measure	£14k from CSF/PCT CAMHS budget for part time assistant psychologist to collate and analyse data	CAMHS Commissioning Manager	
Continued Joint commissioning and financial arrangements	March 09	Section 28 Agreement in place	£700k CSF CAMHS funding transferred to PCT	CAMHS Commissioning Manager	

**Commentary:**

- CAMHS Strategy / C&YP Plan
- Combined 08/09 PCT/CSF CAMHS income is approx £5.5m. Camden CAMHS received a 25% cut to 08/09 funding through reduced ABG allocation. Shortfall picked up by PCT

## RISK ASSESSMENT

Risk	Likelihood	Impact	Mitigating Actions
Anxiety and resistance to transferring staff and patients to South Camden Community base	Likely	Minor	(Risk Score: 6) Patients are currently being seen in the North of the borough at the Tavistock clinic. A change in accommodation can cause anxiety for some people, this is being clinically managed. The benefits of re-locating means increased accessibility to vulnerable groups living in the South.
Budget pressures	Unlikely	Serious	(Risk Score 8) The ABG sets out a 3 year commitment to CAMHS funding. Although Camden received one of the largest cuts at 25%, the shortfall was picked up by the PCT and inflation met by the Council. If this commitment is not continued the impact would be serious leading to cuts in service. CAMHS has already sustained significant savings in previous years.
<b>Contact: Emma Stevenson, Senior Joint Commissioning Manager (020 7974 2942)</b>			

## NI 141 Percentage of vulnerable people achieving independent living

### RESPONSIBILITY

Role	Body	Contribution
Lead Partner	<b>LB Camden</b>	Supporting People (SP) funding to services for vulnerable people Provider of some of those services Member of SP Commissioning Body
Delivery Partner (Statutory)	<b>PCT</b>	Member of SP Commissioning Body
Delivery Partner (Statutory)	<b>London Probation</b>	Member of SP Commissioning Body
Delivery Partner (Non-statutory)	<b>Various VCS organisations</b>	Providers of services for vulnerable people
Delivery Partner (Non-statutory)		

  

Lead Partnership	SP Commissioning Body	Contributing Partnership(s)
Responsible Officer	Karen Swift – Assistant Director (Needs and Access), HASC	

### TARGETS

NI 141 LAA targets	Baseline [year]	2008/9 target	2009/10 target	2010/11 target	Data available: Quarterly Data lag: 3 months Proxy details: N/A
	68%	73%	76%	78%	

### DELIVERY

Key workstream/ project/ action	Milestones	Success measure	Resources	Lead	Further information
Implement recommendations in Pathways evaluation reports	2008/09 Q3	Actions implemented	SP budget	SP Lead Officer	Pathways evaluation reports
Implement actions agreed by Commissioning Body to boost parts of the Pathway that are blocked or need extra support	2008/09 Q3	Recommendations implemented	As above	As above	SP Commissioning Body reports
Complete repositioning of SP team as Pathways Programme	2008/09 Q4	Repositioning completed	As above	As above	SP Commissioning Body reports

Commentary:

- Main plans/ strategies relevant to this work are the SP Service Plan and Business Plan
- Main funding stream for these actions is the SP budget

**RISK ASSESSMENT**

Risk	Likelihood	Impact	Mitigating Actions
Recommendations in Pathways evaluation reports not implemented	Amber	Amber	Recommendations to be turned into action plan with responsibilities assigned for implementation Action Plan to be monitored by Pathways Strategy Group
Repositioning of SP team does not proceed	Amber	Amber	Case being presented to senior officers and relevant Executive Members
Service providers fail to deliver on NI 141 targets	Amber	Red	Focus of work with providers to switch to achievement of targets

**FURTHER INFORMATION**

[Redacted area]

Contact: Brian Matthews – Lead Officer, SP Programme in Camden 020 7974 6371

## NI91 – Residual Household Waste Per Household

### RESPONSIBILITY

Role	Body	Contribution
Lead Partner	<b>London Borough of Camden</b>	Deliver the waste management services and campaigns within Camden
Delivery Partner (Statutory)	<b>North London Waste Authority</b>	Waste Disposal Authority for Camden
Delivery Partner (Statutory)	<b>Veolia</b>	Waste management services contractor for Camden. 7 Year contract in place 2003 - 2010.
Delivery Partner (Non-statutory)	<b>Waste and Resources Action Programme</b>	Work in partnership with Camden to deliver the home composting programme. WRAP provide funds for bins and communications. Agreement in place – renewed annually.
Delivery Partner (Non-statutory)	<b>Nappy Ever After</b>	Work in partnership with Camden to deliver real nappy work programme. Service Level Agreement in place – renewed 6 monthly.

Lead Partnership	<b>[Name]</b>	Contributing Partnership(s)	<b>[Other or sub-group]</b>
Responsible Officer	<b>Robert Scourfield</b>		

### TARGETS

NI 191 LAA targets	Baseline [2006/07]	2008/9 target	2009/10 target	2010/11 target	Data available: Quarterly Data lag: 4 weeks Proxy details: NI192 (percentage of household waste sent for reuse, recycling and composting) – data available quarterly with a data lag of 4 weeks
	557	503	483	464	

### DELIVERY

Key workstream/ project/ action	Milestones	Success measure	Resources	Lead	Further information
Increase household recycling participation through <ul style="list-style-type: none"> <li>Targeted communications</li> <li>Targeted use of recycling advisers</li> </ul>	45% - 2008/09 (Q4) 47% - 2009/10 (Q4) 50% - 2010/11 (Q4)	Increase in set out rate from annual participation rate survey	Current resources	Street Environment Services – Ann Baker	Camden Waste Strategy 2007 – 2010
To introduce a pilot kitchen waste collection service	2008/09 (Q4)	Assessment of resident take-up of the service and tonnage of waste diverted	Current resources	Street Environment Services – Ann Baker	Camden Waste Strategy 2007 – 2010
Home composting <ul style="list-style-type: none"> <li>Targeted communications, including newsletters</li> <li>Composting workshops</li> <li>Targeted promotion of available products</li> </ul>	40% of households with gardens to have a compost bin – 2010/11	Number of bin sales	Current resources in partnership with Waste and Resources Action Programme	Street Environment Services	Camden Waste Strategy 2007 – 2010
To introduce 5 Community Composting schemes <ul style="list-style-type: none"> <li>Work with communities with limited outside space to help divert bio-degradable household waste</li> </ul>	2 – 2008/09 3 – 2009/10 5 – 2010/11	Number of households involved in the schemes Tonnage of bio-degradable waste diverted	Only 1 funded project, seeking funding for other projects	Street Environment Services	Camden Waste Strategy 2007 – 2010
10% of all new born babies to be using cotton nappies	8% - 2009/10 10% - 2010/11	Number of redeemed real nappy vouchers in milestone years	Current resources and seeking funding throughout the LAA lifespan from the Futurebuilders programme	Street Environment Services	Camden Waste Strategy 2007 – 2010
Introduce and promote a	2008/09 (Q4)	Number of items	Current resources	Street Environment	Camden Waste

Key workstream/ project/ action	Milestones	Success measure	Resources	Lead	Further information
dedicated reuse section within the Regis Road Recycling Centre facility		taken from section for re-use (quarterly monitoring)		Services – Ann Baker	Strategy 2007 – 2010
To organise at least four give and take days per year in partnership with a local residents / voluntary / community group or school	4 events – 2008/09 4 events – 2009/10 4 events – 2010/11	Tonnage diverted through the events	Current resources and extra capacity available through the use of community toolkit	Street Environment Services – Ann Baker	Camden Waste Strategy 2007 – 2010

**Commentary:**

- This indicator requires public engagement and participation in resource re-use, waste reduction and recycling services and programmes. There are inherent challenges within this, given the demography of the borough and highly transient population.
- The geography and demographics of the borough result in challenges around engagement with services and programmes. The majority high density, multi-occupancy housing of the south requires more of an emphasis on on-street recycling facilities, with a relevant communication approach, and home composting products that suit limited outside space. The geography of the north of the borough better enables kerbside recycling and the higher proportion of households with gardens offers more opportunity for a wider range of home composting systems.
- Measurement of the actual performance of waste minimisation activity (real nappies, home composting) within the borough is difficult to fully capture as residents' take up will vary, and also they are able to involve themselves in these activities outside of local authority programmes. The waste diverted from their activities will, however, be felt in the reduction of residual household waste placed out.
- Participation with recycling services varies across local areas. The annual 'set out' survey provides borough wide information regarding residents participation and is then used to target communications and awareness raising resources on areas of low participation.
- London Borough of Camden Waste Strategy 2007 – 2010 sets out the background, targets and approach to meeting Camden's resource re-use, waste reduction and recycling obligations.
- It should be noted that in the definition of NI 191, street sweeping arisings, which account for approximately a fifth of residual household waste, are included in this calculation, thus the fluctuation in this total may occur due to events and major visitor flows within the borough. This is typically an issue for central London boroughs, but mainly for Camden and Westminster.

Key workstream/ project/ action	Milestones	Success measure	Resources	Lead	Further information
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### RISK ASSESSMENT

Risk	Likelihood	Impact	Mitigating Actions
Inadequate service participation amongst target groups	Amber	Red	<ul style="list-style-type: none"> <li>Engagement with residents by recycling advisors in low participation areas</li> <li>Targeted communications in low participation areas</li> </ul>
Lack of adequate funding for recycling services within the new waste contract	Amber	Red	<ul style="list-style-type: none"> <li>Present costed business case to Members</li> </ul>
Decision making based on Carbon impacts of service delivery	Amber	Amber	<ul style="list-style-type: none"> <li>Provide relevant supporting evidence to support service planning</li> <li>Ensure balanced understanding of waste's strategic significance in addition to carbon impacts</li> </ul>
<b>Contact: Richard Bradbury (020 7974 3725)</b>			