

ITEM 3b

Camden Local Strategic Partnership

Meeting: 27 March 2008

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

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Purpose: This report sets out the latest draft of Camden's Local Area Agreement (LAA) 2008/9 – 2010/11, Camden's second LAA

Recommendations:

The LSP is asked to:

1. note progress on developing Camden's next LAA since its last meeting
2. Agree the indicators and targets so far identified for inclusion in Camden's draft LAA attached at appendix 1
3. Comment on and agree the LAA narrative attached at appendix 2.
4. Note the areas for further work detailed in paragraph 4.1
5. Comment on the proposals in section 5 including the draft delivery plan template attached at appendix 3.

1.0 Introduction

- 1.1 This report provides the LSP with Camden's draft Local Area Agreement (LAA) 2008/9- 2010/11.
- 1.2 The LSP received a shortlist of LAA priorities on 1 February 2008 and an update on the process for developing the LAA to date. At this meeting the LSP:
 - agreed the draft shortlist
 - endorsed the approach that the LAA only contains indicators that require contributions from more than one partner
 - re-confirmed its decision to delegate responsibility for LAA negotiations to the Leader of the Council who will take advice from the LAA steering group and chair of the LAA steering group.

2.0 Progress update

- 2.1 Following agreement of the shortlist by the LSP, conversations have continued to confirm the priorities for Camden's new LAA. Specifically:

- a) The Councils Executive will have considered the draft LAA on 19 March and been asked to agree the indicators and targets identified so far. Executive members have been engaged with LAA development at various stages, directly and through their directorates and partnerships.
- b) Further meetings have been held with Government Office for London (GOL) to discuss priority areas for Camden and the government. The list of LAA priorities from Camden correlates very well with the list of priorities from government. However, there are two remaining areas of divergence; government would like to see the indicator on decent homes and the indicator on preventing violent extremism included (see d) below).
- c) The LAA steering group has met and continued to develop the LAA. Since the last LSP meeting further details of target negotiations with the police and PCT have become available and this has helped to ensure that the LAA has synergy with partner's plans and targets.
- d) The Social Cohesion Forum met on 26 February 2008 and discussed the draft LAA indicators. The forum recommended that NI 1 – people from different backgrounds getting on well together – be included in the LAA and supported the inclusion of indicators on volunteering and migrants English language skills. The forum thought that the current set of indicators did not capture the challenge of social cohesion in Camden and asked officers to consider whether a local measure was required (see e) below). In addition, the group considered the issue of preventing violent extremism and the government request to include it in the LAA. The forum were supportive of the aims of the indicator but felt strongly that the government indicator was written in a negative way and could increase tensions and stigma rather than bring communities together. The forum recommended that the indicator should not be included in Camden's LAA but asked that the issue of extremism be reflected in the LAA narrative under NI 1.
- e) Following the social cohesion forum a meeting was held between Council officers and the VCS to explore the suggestion of a local social cohesion indicator for the LAA. After extensive discussion it became clear that social cohesion is a complex subject that can be measured by a range of indicators rather than a single measure. In addition it was felt that the vision for social cohesion in Camden needed to be clearer before an indicator can be identified to measure it. Therefore, it is proposed that a local social cohesion measure be included in the LAA but the exact indicator will be developed over the next year.

- f) The Councils Resources and Corporate Performance Scrutiny Committee considered the draft LAA at its meeting on 19 February 2008. The Committee provided useful comments on the set of indicators and gave overall support for the draft with particular support for the local indicators on Camden Town, parenting and overcrowding.
- g) The government has published the final technical definitions of 138 of the 198 national set of indicators. Notable changes are:
- NI 8 – adult participation in sport has been expanded to include active recreation
 - NI 13 – migrants English language skills has remained the same, meaning that Camden will now include this as a locally determined measure.
 - NI 120 – all-age all cause mortality rate has been split into two sub indicators for males and females
 - NI 123 – has been changed from smoking prevalence to a stopping smoking indicator
 - NI 191 – residual household waste will now be measured per household rather than per head.

The clarification of the above measures is welcomed, with the exception of NI 13, which will now be developed as a local measure. Publication of the definition of the remaining 60 indicators is expected soon.

3.0 Draft LAA

- 3.1 Camden's draft LAA 2008/9-2010/11 is attached at appendix 1. It contains 49 indicators; 30 from the national set of 198 (from the 'up to 35' allowed), 16 mandatory early years and education indicators and 9 local indicators.
- 3.2 In line with the approach agreed by the LSP previously, the draft LAA only identifies indicators that require contributions from more than one partner. The LAA also represents an overall 'package' of priorities that are complimentary and cross-cutting and will help Camden to achieve the vision of a borough of opportunity and the more detailed aims and commitments in Camden Together.
- 3.3 In addition to the 30 indicators selected from the National Indicator Set, Camden's draft LAA includes an additional 9 local indicators, extending the size of the LAA by a fifth. Local indicators are a valuable way of ensuring that the LAA reflects issues that are particular to Camden, but can be limiting in terms of the ability to benchmark our performance. It is essential that the LSP is as confident in these indicators and targets as it is in those selected from the national set, for while the targets will be set locally, once the LAA is signed off by the Secretary of State they will have exactly the same status as the national indicators and will be used as a

key measure of the partnership's performance. According to GOL, Camden is towards the upper end in terms of the number of local measures included in our draft LAA compared to other authorities.

- 3.4 The draft LAA narrative, which accompanies the LAA indicators, is attached at appendix 2. This document explains the connection between local issues; bringing together the evidence base and the vision of the community strategy into a set of specific priorities.

4.0 Further work and final agreement

- 4.1 Although the LSP is being asked to agree the draft LAA and narrative there is further work that will take place to finalise the LAA. This consists of:

- a) Negotiation with government to agree the targets to appear against each of the LAA indicators. This is progressing more slowly than originally hoped due to the late publication of final indicator definitions by Government. Meanwhile, where possible, preparatory work is underway locally to establish baselines and develop the evidence base for stretch target negotiations. The bulk of the negotiation is expected to take place from late March to late May.
- b) Developing clear definitions for each of the local LAA indicators, before moving on to local negotiations to agree baselines and targets for those indicators.
- c) Further work is needed to secure agreement from named partners under the 'duty to cooperate' provisions in the Local Government and Public Involvement in Health Act 2007. Potential partners are listed alongside LAA indicators in appendix 1.
- d) Potential amendments to the final indicator list. This will depend on progress of target negotiations with government and further work with partners and partnerships on some indicators.

The LSP has already delegated responsibility for negotiating the final LAA, taking advice from the LAA steering group and chair of the LAA steering group and this arrangement will continue to develop the LAA up to June 2008.

- 4.2 Government has recently confirmed the arrangements for LAA sign off by local authorities. The development of the LAA is the responsibility of the Councils Executive, with final adoption by Full Council. Therefore the arrangements for final sign off are as follows:
- Executive 19 March 2008 – agree draft LAA

- LSP 27 March 2008 – agree draft LAA
- LSP 8 May – agree progress on targets
- Executive 28 May 2008 (date tbc) – agree final LAA
- **FULL COUNCIL** 16 June 2008 (date tbc) – adopt final LAA
- LSP 4 July 2008 – receive final LAA.

4.4 Although the Council has a legal duty to prepare the LAA it is a partnership document and ownership by the LSP and individual partners is essential to its success. Therefore individual partners will want to consult their board/ governing body and ensure that their organisation adopts the final LAA.

5.0 Delivering the LAA

5.1 In order to put the LSP in the best possible position to deliver against the LAA targets, the LAA needs to be underpinned by robust delivery mechanisms. These include delivery plans, performance management framework and governance arrangements.

5.2 **Delivery plans.** At its 1 Feb meeting the LSP requested that a delivery plan is prepared for each LAA indicator to set out how partners are contributing to delivery of a target. Delivery plans will also assist the LSP in managing performance of the LAA and taking action if performance is not going in the right direction. They could also provide a useful starting point for partners to assess resources going into different priorities.

5.3 Attached at appendix 3 is a proposed template for a delivery plan. There would be one of these for each LAA indicator (with the potential exception of the mandatory education indicators). The aim is to avoid creating another planning layer, by making the delivery plan essentially a linking document between an LAA indicator and existing plans and strategies. It would provide an 'at a glance' summary of the key services, plans and activities contributing to the delivery of an indicator, and the first port of call for further investigation if performance appears off-track. The LSP's views on the proposed approach would be welcomed.

5.4 **Performance reporting.** Proposals for a revised approach to LAA performance monitoring will be brought to the May meeting of the LSP. These will build upon the strengths of the current approach, but also explore the following:

- a) increasing the frequency of performance reports from bi-annual to quarterly, where possible
- b) incorporating non-LAA indicators from the national set, since the LSP will need to retain oversight of the whole 198 – this may be on a summary/ exception basis where performance appears to be deteriorating

- c) enhancing the performance management role of thematic partnerships that have had a limited role in that area to date.
- 5.5 **Governance arrangements.** The LAA Steering Group was established to oversee Camden's first LAA, focusing in particular on developing robust commissioning arrangements. It has been effective in its role. However, with the introduction of the second generation LAA, which is much more of a performance management vehicle and less directly linked with funding and commissioning, there is recognition that the governance arrangements may need to be adjusted accordingly. The LAA steering group considered its role in November 2007 and agreed to re-visit the issue in April 2008. The LSP will be updated at a future meeting.

REPORT ENDS

Camden's Draft Local Area Agreement 2008/9-2010/11
Improvement Targets

No	Priority	Indicator(s) including those from national indicator set (shown with a *)	Lead partners & Partnership (lead partner in bold, only public partners listed)
1	Stronger Communities	NI 1 % of people who believe people from difference backgrounds get on well together in their local area	LB Camden , PCT, Police, Social Cohesion Forum/ LSP
2		NI 6 Participation in regular volunteering*	LB Camden , PCT, Police Social Cohesion Forum/ LSP
3		NI 8 Adult participation in sport*	LB Camden , PCT (<i>Sport England, English Sports Council tbc</i>)
4	Safer Communities	NI 15 Serious violent crime rate*	Police , LB Camden (<i>probation board, PCT, TfL, youth offending team tbc</i>) Safer Camden Partnership
5		NI 16 Serious acquisitive crime rate*	Police , LB Camden, (<i>probation, youth offending team tbc</i>) Safer Camden Partnership
6		NI 19 Rate of proven re-offending by young offenders*	LB Camden Police, (<i>probation board, fire and rescue authorities, youth offending team tbc</i>) Safer Camden Partnership
7		NI 21 Dealing with local concerns about anti-social behaviour and crime by the local council and police*	LB Camden , Police (<i>fire and rescue authorities, TfL, youth offending team tbc</i>) Safer Camden Partnership
8		NI 42 Perceptions of drug use or drug dealing as a problem*	LB Camden , Police, PCT, (<i>youth offending team tbc</i>) Safer Camden Partnership
9	Children & Young People <i>Be Healthy</i>	NI 51 Effectiveness of child and adolescent mental health (CAMHs) services*	LB Camden , PCT Children and Young People's Partnership
10		NI 56 obesity amongst primary children in Year 6*	LB Camden , PCT Children and Young People's Partnership
11	Stay safe	NI 68 Referrals to children's social care going onto initial assessment* or NI 60 Core assessment of Children's social area that were	LB Camden , PCT Children and Young People's

		carried out within 7 working days of referral*	Partnership
12	Enjoy and achieve	NI 72 Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy*	LB Camden Children and Young People's Partnership
13		NI 73 Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold)*	LB Camden Children and Young People's Partnership
14		NI 74 Achievement at level 5 or above in both English and Maths at Key Stage 3 (Threshold)*	LB Camden Children and Young People's Partnership
15		NI 75 Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold)*	LB Camden Children and Young People's Partnership
16		NI 83 Achievement at level 5 or above in Science at Key Stage 3*	LB Camden Children and Young People's Partnership
17		NI 87 Secondary school persistent absence rate*	LB Camden Children and Young People's Partnership
18		NI 91 Participation of 17 year olds in education or training*	LSC, LB Camden Children and Young People's Partnership/ Economic Development Partnership
19		NI 92 Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest*	LB Camden Children and Young People's Partnership
20		NI 93 Progression by 2 levels in English between Key Stage 1 and Key Stage 2*	LB Camden Children and Young People's Partnership
21		NI 94 Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2*	LB Camden Children and Young People's Partnership
22		NI 95 Progression by 2 levels in English between Key Stage 2 and Key Stage 3*	LB Camden Children and Young People's Partnership
23		NI 96 Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3*	LB Camden Children and Young People's

			Partnership
24		NI 97 Progression by 2 levels in English between Key Stage 3 and Key Stage 4*	LB Camden Children and Young People's Partnership
25		NI 98 Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4*	LB Camden Children and Young People's Partnership
26		NI 99 Children in care reaching level 4 in English at Key Stage 2*	LB Camden Children and Young People's Partnership
27		NI 100 Children in care reaching level 4 in Maths at Key Stage 2*	LB Camden Children and Young People's Partnership
28		NI 101 Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)	LB Camden Children and Young People's Partnership
29		NI 102 Achievement Gap between pupils eligible for free school meals and their peers achieving the expected level at Key stages 2 and 4*.	LB Camden Children and Young People's Partnership
30	<i>Make a positive contribution</i>	NI 110 Young peoples participation in positive activities*	LB Camden Children and Young People's Partnership
31		NI 111 First time entrants to the Youth Justice System aged 10-17*	Police , LB Camden, (<i>youth offending team tbc</i>) Children and Young People's Partnership
32		NI 115 Substance misuse by young people*	Police , LB Camden Safer Camden Partnership/ Children and Young People's Partnership (<i>youth offending team tbc</i>)
33		NI 118 Take up of formal childcare by low-income families*	LB Camden , JC+ Children and Young People's Partnership/ Economic Development Partnership
34	Adult health and wellbeing	NI 120 All-age all cause mortality rate*	PCT , LB Camden, Public Health Partnership
35		NI 123 16+ current smoking rate prevalence*	PCT , LB Camden

			Public Health Partnership
36		NI 125 Achieving independence for older people through rehabilitation/ intermediate care*	LB Camden, PCT
37		NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information*	LB Camden
38		NI 136 People supported to live independently through social services (all ages)*	LB Camden
39		NI 141 Number of vulnerable people achieving independent living*	LB Camden
40	Local Economy	NI 152 Working age people on out of work benefits*	JC+ , LB Camden, London Development Agency , University College London Hospitals NHS Foundation Trust, Royal Free Hampstead NHS Trust, Great Ormond Street Hospital for Children NHS Trust (GOSH NHS Trust), The Whittington Hospital NHS Trust, Camden Primary Care Trust (Camden PCT), Camden & Islington Mental Health & Social Care Trust Economic Development Partnership
41		NI 153 Working age people on out of work benefits in the worst performing neighbourhoods*	JC+ , LB Camden, London Development Agency, University College London Hospitals NHS Foundation Trust, Royal Free Hampstead NHS Trust, Great Ormond Street Hospital for Children NHS Trust (GOSH NHS Trust), The Whittington Hospital NHS Trust, Camden Primary Care Trust (Camden PCT), Camden & Islington Mental Health & Social Care Trust Economic Development Partnership
42		NI 154 Net additional homes provided*	LB Camden (police, PCT, Fire authority, UCH NHS trust, Royal Free NHS trust; GOSH NHS trust, Camden & Islington M Health NHS trust, TfL. All tbc)
43		NI 161 Learners achieving a Level 1 qualification in literacy*	LSC , LB Camden, London Development Agency Economic Development Partnership

44		NI 162 Learners achieving an Entry Level 3 qualification in numeracy*	LSC , LB Camden, London Development Agency Economic Development Partnership
45	Environmental sustainability	NI 186 Per capita CO2 emissions in the LA area*	LB Camden , Police, PCT Sustainability task force
46		NI 191 Residual household waste per head*	LB Camden , (<i>Joint waste disposal authority tbc</i>)
A	LOCAL indicators	Crime in Camden Town	Overall crime Drug crime
			Police , LB Camden Community Safety partnership
B		Overcrowding	LB Camden
C		Parenting	LB Camden Children and Young People's Partnership
D		Health inequalities	PCT , LB Camden Public Health Partnership
E		Vocational training and qualifications up to level 2	LSC , LB Camden Economic Development Partnership
F		Business start-up	LB Camden Economic Development Partnership
G		Business growth	LB Camden Economic Development Partnership
H		Social Cohesion (exact indicator to be developed over next year)	LB Camden Social Cohesion Forum
J		Migrants English language skills and knowledge	LSC , LB Camden Social Cohesion Forum/ LSP

KEY:

Community Strategy Theme
A sustainable Camden that adapts to a growing population
A strong Camden economy that includes everybody
A connected Camden community where people lead active, healthy lives
A safe Camden that is a vibrant part of our world city
Mandatory schools and early years targets (contribute to yellow theme)

Camden's Local Area Agreement 2008/9-2010/11

LAA narrative

INTRODUCTION

Camden is an exciting borough to live in, work in and visit, with a predominantly young and growing population. While there is so much that we can be proud of and celebrate in Camden, we all know that there are many challenges that we face as a borough.

In April 2007, the Local Strategic Partnership (LSP) launched Camden Together, the sustainable community strategy for Camden that sets out a shared vision for the future. The overall vision for Camden is to be a **borough of opportunity** and we will achieve this through working together to enable individuals and communities to achieve their full potential, in terms of both their work and social life. Camden Together is not just about what public services can do, but also sets out the role of business, communities and individuals in Camden becoming a borough of opportunity.

The strategy sets out an ambitious vision and clear commitments to tackle the main dilemmas facing the borough. There are four detailed aims for Camden:

- A sustainable Camden that adapts to a growing population
- A strong Camden economy that includes everyone
- A connected Camden community where people lead active healthy lives
- A safe Camden that is a vibrant part of our world city

Camden Together is based on a robust and detailed evidence base that enabled us to have an open and honest debate about the main challenges in the borough. We continue to keep an eye on issues in Camden and regularly gather the most up-to-date information to help us plan our activities and keep us on track to achieve our vision.

CAMDEN'S LOCAL AREA AGREEMENT

The Local Area Agreement (LAA) will help Camden become a borough of opportunity, achieve the four aims in Camden Together. The LAA will provide tangible measures of success by setting out the specific improvements that we want to see over the next three years and setting annual targets for improvement. This doesn't mean that other areas of work are not important, but that to improve lives in Camden, we need to focus on a small numbers of priorities. In addition, we recognise that we can only bring about real change by working in meaningful partnership around outcomes and this is the focus for the targets in our LAA

The LAA 2008/9 – 2010/11 will help us focus on targets around:

- Encouraging active citizenship and promoting stronger communities, particularly ensuring that people from all backgrounds get on well together.
- Equipping migrants with the English language skills to engage with the wider community.
- Providing all people, children and adults with the opportunity to improve their health and lead active and independent lives.
- Providing people with a safe environment so that they can lead their lives to the full.
- Providing opportunities for Camden's young people and adults to improve their skills so that they can access jobs and be part of our strong local economy.
- Making sure that our children and young people have the best support and opportunities from their parents and schools and become active citizens.
- Providing opportunities for people to have a choice about where they live and the space in which they live in.
- Providing opportunities for new and existing businesses to be part of our strong local economy.

We know that many issues in Camden are often multi-faceted and cannot be tackled in isolation, and the final LAA has been shaped with this 'inter-connectedness' in mind. For example, to ensure Camden has an inclusive economy work needs to take place to: improve skills, improve health, support children and young people at school and, support those furthest from the labour market, such as ex-offenders. In addition, moving more people from claiming benefits into employment will help to eliminate child poverty.

The LAA also recognises that there are areas of underperformance where we want to make improvements such as the number of people with no qualifications and levels of child obesity.

RESIDENT VIEWS

We have developed the LAA by taking into account resident and community views on the issues that affect their lives and their neighbourhood. The LAA is based on Camden Together, which includes views from residents across Camden. In addition, we have continued to listen to residents in a number of ways during the development of the LAA, particularly through the first round of local area forums, which directly engaged over 550 residents. As a result we have included issues such as community safety and activities for young people as these are consistently in the top concerns of residents.

VOLUNTARY AND COMMUNITY SECTOR

Camden is fortunate to have a strong and vibrant voluntary and community sector (VCS) that acts as an advocate for local people, adds value to service delivery and is a significant employer and contributor to the local economy. The commitment of the VCS is essential to the achievement of the Camden Together vision and many of the LAA targets. Public agencies in Camden often rely on the VCS to reach hard to reach communities and deliver services to excluded groups. The Council provides significant financial and other support to the sector and will continue to ensure that the sector thrives. This funding from the Council and other public bodies enables the sector to lever in further resources for the benefit of local residents.

The leadership role provided by the Community Empowerment Network (CEN) and Voluntary Action Camden (VAC) is crucial to ensuring the sector understands the strategic direction for Camden and how they can help to achieve this vision. The involvement of the CEN and VAC in the LSP and development of the LAA has enabled this leadership to take place.

The working relationship between the voluntary and community sector and the public sector partners in the borough is guided by the **Compact for Camden**. This is a framework to guide the conduct of partnership working and it promotes a culture of empowerment and continually improving working relations between the sectors in Camden. The Camden Compact has been in place for four years, and the LSP recently renewed its commitment to the Compact.

DELIVERY

Clearly, the delivery of the LAA priorities will require careful planning and monitoring and the Council and LSP will monitor progress on the LAA on a regular basis, challenging poor performance and taking action to solve issues. We are fortunate that many of the plans, strategies and partnership arrangements to ensure effective delivery are already in place. However, the LAA sets us more challenging targets and we will have to work in a more focussed and targeted way to achieve success. It is intended that the new LAA process does not create additional reporting burdens on organisations; however there is a need to ensure that sufficient information is available for the Council and LSP to manage performance. In many cases, organisation and partnership based plans already exist, many of which will be relevant to the delivery of LAA priorities. To provide the link between LAA targets and existing delivery plans a delivery document will be developed for each of the LAA indicators.

Achieving the Community Strategy vision and the priorities in the LAA is also dependent on the right land use plans being in place. The Local Development Framework (LDF) sets out detailed plans and policies for land use planning in Camden over the medium and long term and will be in place by 2010. Therefore, it is essential that the LDF and LAA are consistent and compliment each other.

LAA priorities and targets such as supporting business start up and growth has a land use implication that must be planned for, similarly we have to ensure that we have places to build new homes, another LAA target.

Other issues have less clear links to land use planning, for example, to achieve our planned reduction in CO2 emissions the LDF can help by requiring new buildings to be energy efficient, similarly the design of buildings can help reduce crime. Although the LDF is in the development phase it is through making these simple links that we will ensure that the emerging LDF reflects the new LAA priorities and that the LAA will continue to respond to and reflect the issues of land use and place.

A THEMATIC APPROACH

Camden's LAA is based on Camden Together, the boroughs community strategy, therefore the narrative is set out under the four Camden Together themes.

A SUSTAINABLE CAMDEN THAT ADAPTS TO A GROWING POPULATION

Climate change is an urgent priority and we want to ensure that people have the opportunity to live in a low waste and low carbon borough. However, achieving this is a massive challenge as we will have to encourage everyone; residents, businesses, and visitors to reduce their carbon footprint. Therefore, we are including a target to reduce CO2 emissions in Camden as this target captures emissions from residents, businesses and transport as well as Council operations. Similarly we have included a target to reduce household waste as this encompasses our work on recycling, composting and reduction of packing and waste. We will also continue to work with businesses and other partners to minimise the amount of waste produced in Camden.

Managing a growing population is an important long-term challenge for Camden and this has to be balanced against the needs of existing residents. We know that the number of people living in Camden is set to grow and we need to plan for this, but we also know that not we still face big challenges providing enough housing to meet current demands. Therefore, we are including a target to increase the number of new homes that are built in Camden each year. This target will capture the number of affordable homes created and we will continue to make this a priority and work with partners to achieve it.

The pressure on housing in Camden means that many residents are living in overcrowded accommodation, which has a negative affect on the lives of many families particularly children that have no space to play or do homework. We will continue to work with residents to provide solutions to overcrowding and in recognition of the importance of this issue are including it as a local indicator in the LAA.

We are close to agreeing with government a programme of measures so that we can invest in Council homes and bring them up to the decent homes standard. We know that poor housing can have a serious effect on people's lives, particularly their health and are committed to bringing Council homes up to a decent standard. This is a major Council priority and has been developed outside the LAA discussions; therefore the absence of a decent Council homes indicator in the LAA is not a reflection of our commitment to tackling this issue, but rather recognition that we already have an agreed programme of works and demanding targets from government.

A STRONG CAMDEN ECONOMY THAT INCLUDES EVERYONE

Camden Together sets out a clear vision for an inclusive Camden economy and the LAA includes targets for specific areas that are essential to meeting this vision. We want to ensure that all people in Camden have the opportunity to improve their skills and become active members of our economy.

We know that Camden has a thriving economy and jobs market with over 250,000 jobs based here, but at present 80% of jobs in Camden are taken up by non-residents. Therefore, we face a considerable challenge in making sure that local people have the opportunity take part in the economy and benefit from it. Skills and qualifications are an important part of this and we want to make sure that our residents are equipped with the skills that employers want to see. That is why we have included targets for basic literacy and numeracy skills as well as a local target to increase the number of people that have vocational or other academic qualifications up to GCSE level. The Learning and Skills Council, which invests over £40m in training in Camden each year, are leading on this target.

The focus on skills is not just on adults, but also on children and young people and we want to make sure our school leavers have the skills and qualifications to enter the job market. We are focussing on improving educational attainment and attendance in schools and have included a target to increase the number of 17 year olds that are still in education and training.

We also want to help people that are unemployed have the opportunity to get a job and Job Centre Plus will be leading our work to move people off benefits into work. We know that certain groups and neighbourhoods are more likely to be without a job, so will be targeting support on lone parents, people from BME communities, older people and residents in our neighbourhoods that have the highest rates of unemployment. This work will involve support measures, such as provision of childcare and specific support to people with learning disabilities, mental health disabilities, ex-offenders and young people leaving care.

Of course, we need a strong business base to keep our economy strong and we will continue to support new businesses to start up and existing businesses to

grow and we are including a local target for both of these areas in our LAA. We already provide a range of advice and support to businesses; some through the Council's regulatory functions and some that is more informal. This spectrum of support for businesses will continue and we will also be encouraging businesses to help achieve other LAA targets such as reducing CO2 emissions.

A CONNECTED CAMDEN COMMUNITY WHERE PEOPLE LEAD ACTIVE, HEALTHY LIVES

Camden is a vibrant and culturally diverse place and we know that 9 out of 10 people like living in such a diverse area. However, we are committed to maintaining and even improving this perception as good social cohesion and a strong community is very important. A strong and cohesive community is important to people and Camden as a whole and we are committed to strengthening the 'glue' that holds a community together.

Therefore, we are including a target to increase the number of people who believe that people from different backgrounds get on well together in their local area. This is a significant challenge as it measures how people feel about the community in their area and this can change over time and in response to significant events. Therefore we will be working to make sure that there is a common vision and a sense of belonging, people from different backgrounds have the same opportunities and that strong relations are developed between people from different backgrounds.

We know that the events of recent years have raised concerns about violent extremism in our communities at a national and London level. We are proud of the way that people in Camden came together in the wake of the bombings in 2005 and continue to take a stand against this issue. In Camden we don't want to stigmatise communities and create fear or secrecy, so will continue to foster a strong and closely knit community, promoting inter-faith activity and a shared sense of belonging in a positive way.

We are committed to maintaining and further increasing social cohesion and plan to include a local target to measure the full picture of social cohesion in Camden and the issues that matter to us. However, social cohesion brings together a number of issues, including volunteering, civic participation, a sense of belonging, the vibrancy of our third sector, and needs to be carefully measured and monitored. Therefore, the Camden Social Cohesion Forum will work to develop a suitable measure of cohesion in Camden over the next 12 months and we hope to include this in the LAA from 2009/10. In the meantime, we will continue to increase the number of ways that people can get involved in their local area. The second round of area forums is underway that allow people in every ward identify the issues that affect them the most and advise Councillors and Council officers of their concerns. We have also launched the Camden

Youth Council and 36 young people have been elected to represent five areas of the borough.

We also believe that volunteering is a valuable way for people to get involved in their community and gain new skills, experience and meet new friends. It can help older people stay active for longer, and young people contribute to their community, it is also a key target in Camden's Olympic plan. At the moment Camden has relatively low levels of people volunteering, so we are giving ourselves a target to increase the number of people that volunteer regularly.

We know that people's health in Camden varies significantly between and within neighbourhoods, with some wards having a male life expectancy 10 years lower than others. Improving life expectancy and giving people the opportunity to improve their overall health is a long-term challenge but one that the Council, the PCT and other partners are committed to tackling head on. As a result we are including a measure on overall mortality in Camden and a local measure to narrow the gap in health inequality. We are also prioritising one of the main causes of ill-health by including a target to reduce smoking prevalence. We will continue to tackle the main causes of ill health, such as obesity and alcohol use, as well as the wider causes and have included some of these in our LAA, e.g. air pollution will be addressed through our work to reduce CO2 emissions.

Child health is also a priority and in Camden we have high levels of child obesity, therefore we are including a target to reduce the level of child obesity in year 6 (age 10-11). To ensure that we meet this target we will target children from a young age and work with schools and parents to promote healthy eating and active lifestyles for children. We continue to encourage children to walk to school and take PE and other exercise at school. We are also prioritising children's mental health services to ensure that we are delivering an effective CAMHS service.

Making sure children and young people are protected from harm and properly cared for is a high priority for the Council, police, PCT and voluntary organisations. We already have a large number of services and support available but want to make sure that we are performing even better in these areas and are including a target for **[will depend on whether NI 60 or 68 is chosen]**. In the past we have found that we can make a real difference to children's lives by supporting parents and we are including a local target on parenting. By supporting parents in the right way we can help to ensure that children fulfil their potential, perform well at school and divert them away from negative choices such as taking up smoking or being drawn into crime.

Tackling child poverty is a key national and local priority and we are committed to moving families and children out of poverty. This is a complex issue and one that cannot be measured just by the number of families on benefits. Therefore, we have included several targets that tackle the causes of poverty and will help us to

ensure that we make lasting changes to families and children's lives. This involves moving parents off benefits and into work, especially lone parents and ensuring that people have the skills to access work. We know that people with higher levels of education are less likely to be in poverty and this will be addressed by the targets to increase educational attainment and increase the numbers of 17 year olds in education or training. We have also included a target to provide more housing in Camden alongside our work to make all homes decent and tackle overcrowding. Taken together, these issues are some of the major causes of child poverty in Camden and the inclusion of specific LAA targets is part of our drive to tackle the wider problem.

We are also keen to ensure that we provide opportunities for and support adults to live independent lives and are including three targets on independent living. This includes a targets ensure that older people who have received hospital treatment are supported when they are discharged and can regain their independence at home. We are also including a target to support carers where the Council, PCT and VCS will be working together to support carers and offer them a break from their caring responsibilities.

A SAFE CAMDEN THAT IS A VIBRANT PART OF OUR WORLD CITY

We know that crime is a top concern of our residents and businesses and the community safety partnership has been working for many years to tackle this serious issue. In recent years we have been successful in reducing the overall number of crimes in Camden from over 50,000 to around 40,000. However, there is still more to be done and the LAA gives us the opportunity to priorities a number of the most serious concerns proving a focus for joint work, and hopefully improvement, over the next three years.

We have identified serious violent crime and acquisitive crime as two of the community safety priorities and have included challenging targets that the police will lead on. In Camden, drug related offences are also a serious issue and so we are including a local measure on drug offences in Camden Town, this is consistently raised as an issue by residents and businesses and we believe that we can improve the situation by working together with our partners. This does not mean that other types of crime or drug offences in other parts of the borough are of lesser importance; we will still be working to reduce crime in all areas. We know that the perception of crime and how safe residents feel is very important, so we have set a target to reduce the number of people who think that drugs or drug dealing is a problem and increase the number of people who think that the Council and police are dealing with concerns about anti-social behaviour and crime. These two targets go beyond measuring the number of crimes committed, but also look at how people in Camden feel about crime and how it affects their lives.

Young people are often the victims as well perpetrators of crime and we want to reduce the number of young people who are turning to or maintain a criminal lifestyle. That is why we are setting a target to reduce the number of young offenders who re-offend and the number of young people that misuse drugs and alcohol. Of course, much of this is about preventative work, such as supporting parents and providing positive activities for young people, and these areas are also included in the LAA.

Encouraging people to lead active lives and take advantage of the cultural and leisure opportunities in the borough is very important. We are including a target to increase the numbers of adults who participate in sport and will be increasing child participation in physical activity under the child obesity target. The London Olympics in 2012 are an excellent opportunity to get people involved in cultural and leisure opportunities and we want to use the Olympics as a catalyst to help more people become active and healthy, increase volunteering and improve our streets, parks and open spaces. Several indicators in the LAA will support this aim and help achieve other aspects of the Olympic Plan, such as improving training and skills, job brokerage and working with businesses.

CONCLUSION

The overall set of indicators included in the LAA will help Camden become a borough of opportunity by 2012. The indicators will us tackle the priority issues in Camden and achieve a measurable change over the coming three years. We have chosen these indicators, because they are important and they will help us to achieve the vision set out in the community strategy and are the most important things to residents and businesses in Camden.

Achieving the targets we have set ourselves will not be easy. Led by the LSP and the Council, all partners will have to work together and we will have to rely on the contribution of individuals to achieve lasting change.

[NI No. or Local Ref] [Name]

OWNERSHIP

Lead organisation:
Responsible officer:
Lead partnership:

Contributing organisations:
Contributing partnerships:

PERFORMANCE

NI 8 LAA details	Baseline [year]	2008/9 Target	2009/10 Target	2010/11 Target

Related measures:
•

Proxy: [if NI is only measured annually or longer]

DELIVERY

Top Three Actions:
• [Details of action needed to deliver targets above] [Reasons why] [Relevant plan/ team]

Relevant delivery plans and strategies	Key sections/ references

Key interventions contributing to delivery:
• [Intervention name] [Lead officer]

Key teams involved in delivery:
• [Team Name] [Lead org/ officer]

RESOURCES

Commentary:
[Which organisations contribute funding; ease/ challenge of identifying funding streams ie. mainstream/ ring-fenced grants or projects etc]

Projects/ Services	Funding source/org	£ Amount

RISKS

Risk	Likelihood [RAG]	Impact [RAG]	Mitigating Actions
			• •