

# Norfolk Action

What you  
need to  
know



A guide to the  
**Norfolk** Local Area Agreement  
2008-11





### What is the LAA?

**Norfolk** Action is Norfolk's Local Area Agreement (LAA). It is an agreement between central government (represented by the regional Government Office for the East of England) and the local area (represented by the Norfolk County Strategic Partnership) about the priorities for Norfolk. It is designed to improve the delivery of public services by bringing organisations together locally to focus on the issues that matter most. LAAs contain a range of targets aimed at improving performance over three years (2008 – 2011). On one hand these targets will help to deliver our sustainable community strategy, **Norfolk** Ambition, and on the other they will contribute to the delivery of national government priorities.

### And what it isn't...

The LAA is not a new source of funding for partners. However, it does bring with it some flexibility to use existing funding in a more effective and joined-up way. The LAA is not a new partnership or organisation. It is an agreement between local partners (for example local authorities, police, health, voluntary and community sector) and central government and it is coordinated and delivered through the existing Norfolk County Strategic Partnership.



### How were the priorities in the LAA agreed?

The starting point for all LAAs is the sustainable community strategy for the area. **Norfolk** Ambition, our sustainable community strategy, sets out the key priorities for Norfolk. These priorities have been identified by looking at a wealth of economic, social, environmental and health data about the county. It also drew upon what local people have told us about their lives and what they would like to see improved. The sustainable community strategies of each of the seven districts also feed into **Norfolk** Ambition and were key to identifying the local priorities for the LAA.



**What do we want to achieve through Norfolk Action?**

We want to ensure that our LAA is a catalyst for improving services for local people. **Norfolk Action** has set some challenging targets for us to achieve and we will only be successful if all partners work together to deliver them.

We will therefore:

- Look for opportunities to join up in delivering better, more efficient and effective services
- Make the best collective use of partners' skills, expertise and resources
- Work together to allocate resources to our priorities
- Use the LAA as a lever with government departments and agencies to secure the best deal for Norfolk
- Use the LAA to reduce the burden of bureaucracy on partners by streamlining performance monitoring



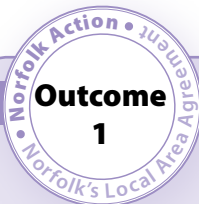
**What are the priorities for Norfolk Action**

**Norfolk Action** is organised into eight outcomes.

They are:

- Thriving economy
- Improving skills and fulfilling aspirations
- Improving housing
- Environmental sustainability
- Stronger communities
- Safer communities
- Supporting independence
- Improving health and well-being

For every outcome, a set of key priorities for the next three years have been agreed. Each outcome and the priorities for improvement are set out on the following pages, along with a selection of the performance indicators we will be using to monitor our progress. A full list of all the indicators in the LAA can be found at [www.norfolkambition.gov.uk](http://www.norfolkambition.gov.uk)



## **Outcome 1 Thriving economy**

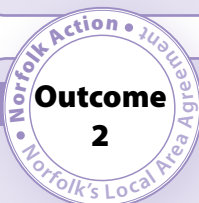
**1**

### **In the next three years we want to:**

- Provide more opportunities for people in employment, or currently out of employment, to improve their vocational skills
- Reduce the number of people in the county who are out of work and dependent on benefits
- Attract businesses to and support businesses in Norfolk, particularly those offering higher skilled jobs
- Improve transport and access to employment

### **How are we going to measure our progress?**

- Number of working age people claiming out of work benefits
- People in work who are qualified to at least Level 2 (GCSE or equivalent) or higher
- Average earnings of employees in the area
- Access to services and facilities by public transport, walking or cycling



## **Outcome 2 Improving skills and fulfilling aspirations**

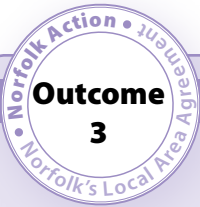
**2**

### **In the next three years we want to:**

- Improve basic skills and encourage lifelong learning
- Continue to raise educational attainment
- Continue to reduce the number of young people not in employment, education or training

### **How are we going to measure our progress?**

- Number of young people achieving a Level 2 (GCSE or equivalent) qualification by the age of 19
- Number of schools assessed by Ofsted to be in special measures
- Number of 16 to 18-year-olds who are not in employment, education or training



## **Outcome 3 Improving housing**

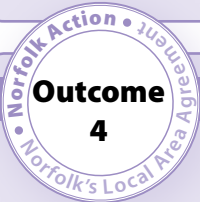
**3**

### **In the next three years we want to:**

- Increase the number of affordable homes available in the county
- Address the planned growth in Norfolk and increase the overall number of additional homes provided
- Improve the quality of homes provided by the private sector in the county

### **How are we going to measure our progress?**

- The number of additional homes provided
- The number of affordable homes delivered



## **Outcome 4 Environmental sustainability**

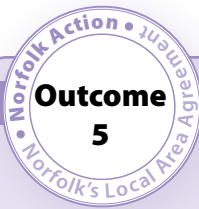
**4**

### **In the next three years we want to:**

- Adapt to and mitigate the effects of climate change in the county
- Maintain and enhance Norfolk's biodiversity
- Reduce the amount of waste that needs to be landfilled

### **How are we going to measure our progress?**

- Per capita CO<sub>2</sub> emissions
- The amount of municipal waste sent to landfill



## **Stronger communities**

### **Outcome**

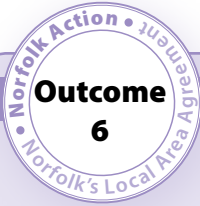
**5**

#### **In the next three years we want to:**

- Promote strong, cohesive communities where diversity is valued and positive relationships exist between people from all backgrounds and in all areas of community life
- Increase the participation of people in their local communities and encourage active citizenship
- Develop an environment in which voluntary and community organisations can thrive
- Increase involvement in arts and culture

#### **How are we going to measure our progress?**

- The percentage of people who believe people from different backgrounds get on well together
- The percentage of people who feel that they can influence decisions in their area
- The number of young people taking part in positive activities



## Outcome

6

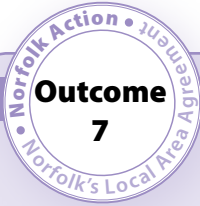
## Safer communities

### In the next three years we want to:

- Raise the confidence of communities in the safety of their local area
- Reduce the incidence of anti-social behaviour
- Protect vulnerable people, particularly young people, older people, and people vulnerable to domestic abuse
- Improve support to offenders to prevent them re-offending, particularly prolific and priority offenders
- Reduce the harm caused by the misuse of drugs and alcohol
- Continue to reduce the number of people killed or seriously injured on Norfolk's roads

### How are we going to measure our progress?

- Number of repeat incidents of domestic violence
- Number of people killed or seriously injured in road traffic accidents
- Substance misuse by young people
- Number of young people between the ages of 10 and 17 entering the Youth Justice System for the first time



## Outcome

7

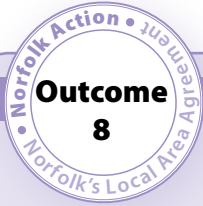
## Supporting independence

### In the next three years we want to:

- Focus on early intervention and prevention, particularly for vulnerable people
- Improve access to information and services, particularly for vulnerable people
- Continue to improve our services to meet the needs of individuals

### How are we going to measure our progress?

- Number of social care clients receiving Self Directed Support (Direct Payments and Individual Budgets)
- Number of carers receiving needs assessment or review and a specific carer's service, or advice and information
- Number of vulnerable people achieving independent living
- The number of people who volunteer



## **Outcome 8 Improving health and well-being**

### **In the next three years we want to:**

- Reduce health inequalities within the county
- Help more people to stop smoking
- Reduce the number of people who are obese
- Reduce the number of teenage pregnancies
- Reduce the harm caused by drug and alcohol misuse
- Improve mental health and emotional well-being

### **How will we measure our progress?**

- The number of adults participating in sport and active recreation
- The number of people admitted to hospital for alcohol-related reasons
- The proportion of primary school aged children in year 6 who are obese
- The under-18 conception rate

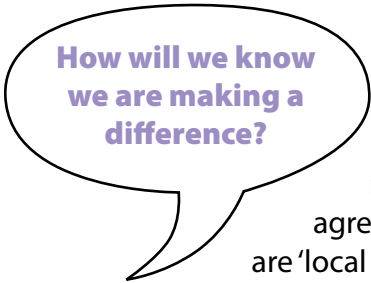


**How do the priorities link across the LAA?**

Achieving the targets in one outcome will inevitably have an impact on other outcomes in the Agreement. For example;

- Improving health and well-being will impact on the number of people who can gain employment
- Reducing the number of people misusing drugs and alcohol will have an impact on anti-social behaviour, incidents of domestic violence and health outcomes.

All partners have a duty to consider how they can contribute to the delivery of all LAA targets, even those that are not obviously their core business.

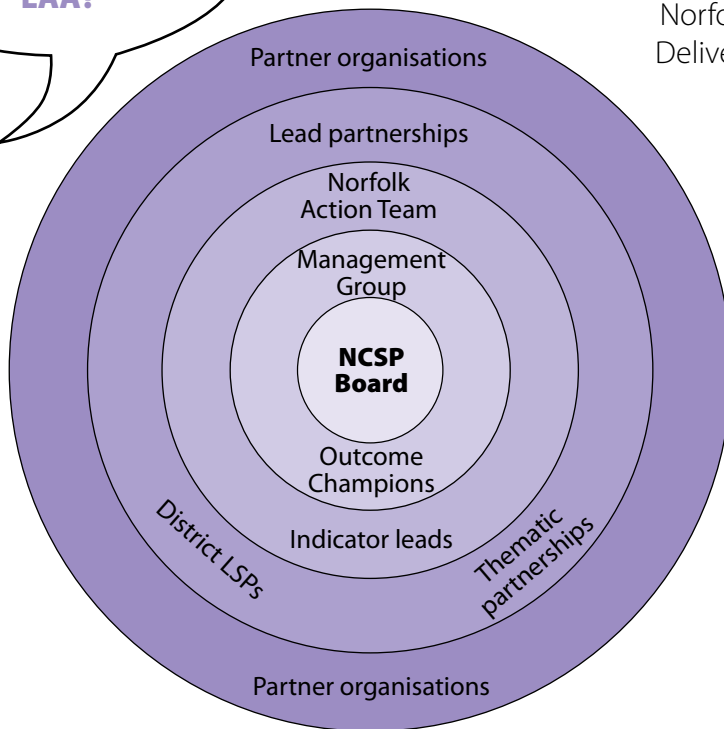


**How will we know we are making a difference?**

We will be monitoring our performance against a set of national and local performance indicators. Thirty five of these are known as 'designated indicators', meaning that they have been negotiated and agreed with the Government Office. A further 24 are 'local indicators' that have been agreed with local partners. There are also 16 'statutory' targets relating to the attainment of children and young people in school. We have set improvement targets against each of these indicators for the next three years until 2011. We will report on our performance twice each year and the reports will be accessible via the Norfolk Ambition website ([www.norfolkambition.gov.uk](http://www.norfolkambition.gov.uk)) and the Norfolk Data Observatory ([www.norfolkdata.net](http://www.norfolkdata.net)). The Government Office for the East of England and the Audit Commission will use our performance against these targets to assess how well we are working as partners in Norfolk to deliver better outcomes for local people.

Who is responsible for delivering the LAA?

Norfolk Action Delivery Model



The **Norfolk County Strategic Partnership (NCSP)** has overall responsibility for delivering the LAA. The **NCSP Management Group** manages the delivery and performance of the LAA. Eight members of the Group are nominated as **Outcome Champions**. They are able to raise risks to delivery and key issues with the rest of the Management Group to seek resolutions within the Partnership. These issues are identified by the **'indicator leads'** and escalated to the Management Group through the **Norfolk Action Team**, which is a multi-agency group working together to coordinate the activity to deliver the LAA. An indicator lead has been identified for each target in the LAA and you can find a full list of these and their contact details on the Norfolk Ambition website. They are responsible for developing an action plan to deliver the target and involving key partners. They are supported by the **'lead partnership'**

for the target, for example; the Children and Young People's Partnership Trust, or the Norfolk Waste Partnership. Through the involvement of these key partnerships a wide range of partners and stakeholders are engaged in the delivery of the LAA. This also includes the **district LSPs** who deliver key outcomes in their local areas that contribute to the delivery of LAA outcomes.

So is there any extra money to deliver the LAA?

There is no additional funding attached to the LAA. However, it allows greater flexibility about how we use existing funding streams from central government departments.

To enable this to happen the government is removing conditions attached to grants that mean they have to be spent on specific things and allowing local partners to determine how this money should be spent to best meet the needs of local people. This 'un-ringfenced' funding is paid to Norfolk County Council, which is the accountable body for the LAA, to allocate. The NCSP advises the County Council on how it thinks the money could best be allocated to support the delivery of the LAA priorities, however the final decision remains with the County Council as the accountable body. There is also a reward grant attached to the 35 'designated' indicators, which is payable upon successful achievement of the target at the end of the three-year agreement. The amount of reward grant we receive will be dependent on the number of targets we successfully reach, but Norfolk could receive up to £2.2m if all targets are fully achieved.



These are explanations of some of the acronyms and terms that are often associated with LAAs:

### **LSP: Local Strategic Partnership**

In Norfolk we have a County Strategic Partnership (NCSP) and seven district LSPs. They are non-statutory partnerships of key partners from the public, private and voluntary sectors working together to deliver better outcomes for people living in the area.

You can find out who sits on the Board and the Management Group of the NCSP at [www.norfolkambition.gov.uk](http://www.norfolkambition.gov.uk)

### **SCS: Sustainable Community Strategy**

All LSPs are required to prepare a sustainable community strategy for their area setting out the long-term vision for the area and identifying a limited number of issues and tasks that are critical to achieving that vision. It does not repeat or replace the plans and strategies of other organisations, but provides a framework within which others can plan their contribution.

You can see Norfolk's at [www.norfolkambition.gov.uk](http://www.norfolkambition.gov.uk)

### **GO East: the Government Office for the East of England**

GO East represent central government in the negotiations with Norfolk on the LAA. They also monitor our performance and report back to government ministers on our progress. There are regional Government Offices covering all local authority areas in England.

Find out more at [www.gos.gov.uk](http://www.gos.gov.uk)

### **ABG: Area Based Grant**

This is the collective name for the un-ringfenced funding streams paid to the County Council that we now have flexibility to use to support our priorities.

### **NIS: National Indicator Set**

This is a new set of 198 performance indicators compiled by government departments, which replaces old performance measures such as Best Value Performance Indicators (BVPIs). You can view the full NIS at [www.communities.gov.uk/localgovernment/performanceframeworkpartnerships/nationalindicators](http://www.communities.gov.uk/localgovernment/performanceframeworkpartnerships/nationalindicators)

### **Place Survey**

This is a new public perception survey that will take place every other year and asks people questions about what they think of the area they live in, the services they receive, and what they think could be improved. This survey provides performance information for five indicators in the LAA.

### **CLG: Communities and Local Government**

This is the government department responsible for LAAs across the country. The Minister for Communities and Local Government 'signs off' all LAAs. Find out more at [www.communities.gov.uk](http://www.communities.gov.uk)

For more help about the detailed information contained in this booklet, please contact Norfolk County Council on 0844 800 8014  
Website: [www.norfolkambition.gov.uk](http://www.norfolkambition.gov.uk)



If you need this magazine in large print, or in an alternative version, please contact Norfolk County Council LAA Team on (01603) 222568.



Printed on recycled paper using vegetable-based inks