



Feasibility Testing

Summary



23rd July 2007

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Background

This paper summarises the progress which has been made to date in Feasibility Testing the ‘new model’ LAAs. It highlights the issues and opportunities arising from the White Paper and begins to shape Oldham’s ambitions in terms of transformation of place, transformation of process, making this happen, and messages for Govt.

As part of the Feasibility Testing Oldham agreed to:

- **Work with CLG in a pilot project on a Performance Indicator Exchange for the new national indicator set;**
- **Define and test the rationale around which we will agree with Govt our strategic priorities and indicators;**
- **Work with CLG to shape the financial context within which the new model LAAs are being developed.**

The Feasibility Testing process has helped to build a strong working relationship between Oldham, Cumbria and GONW. A shared North West perspective on Local Area Agreements emerged during this process which would be worth building upon.

Oldham’s Feasibility Testing process was managed through an LAA Project Team chaired by OMBC Deputy Chief Executive Mike Chambers. The Feasibility Testing exercise incorporated the five multi-agency block boards of the Oldham LSP. This included representatives from the Primary Care Trust, Council, Connexions, Elected Members, Voluntary & Community Sector, Faith Sector, Police, Fire Service, GONW, etc. Overall, the exercise has shown that Oldham has a strong existing LAA which can be further strengthened and better structured as a result of the Feasibility Testing.

The paper has been utilised to initiate formal discussions with GONW and the Audit Commission, as well as partners within Oldham, to shape Oldham’s Local Area Agreement from 2008.

Additionally, the paper will be submitted to HM Govt in mid July as part of the Feasibility Testing to help shape the new model LAAs.

1. Transformation of place

Oldham is a metropolitan borough located within the North East of Greater Manchester. It has a population of 220,000 and covers an area of 55 square miles. Since 2001, Oldham has made considerable progress both in terms of physical regeneration and in building community cohesion. The town is now able to look to the future with more confidence and stronger ambitions.

The Oldham Partnership produced its current Sustainable Community Strategy in March 2005. The Community Strategy has a core aim of making Oldham *'a place where everyone is proud to belong'*. Oldham was selected as a Round Two LAA pilot and has an LAA in place for 2006-2009. The LAA is the delivery plan for the Community Strategy with the core aim of *"Increasing Life Opportunities for All"* and building community cohesion. Recently the LAA has been *refreshed* and agreed with HM Govt for 2007/8. The 2006 Cattle Review of Community Cohesion highlighted the need to continue to pioneer interventions to build community cohesion in Oldham.

The collective ambition of the Oldham Partnership is to create a prosperous, cohesive and multicultural Oldham through:

1.1 Towards a multi-cultural and cohesive town

In 2005, nearly 14% of the population came from black and minority ethnic groups, mainly Pakistani and Bangladeshi. 25% of under 25s are from black and minority ethnic groups and the projections are that the BME population will increase to 26% of the total population by 2021. Oldham is also experiencing an influx of migrants from new EU states such as Poland.

The vision of the Oldham Partnership is to provide services and promote physical regeneration which facilitates the breaking down or prevention of segregated individuals and communities. Developing an inclusive civic society is fundamental to building a cohesive society. In terms of service delivery transformation, this means building community engagement, involvement and empowerment into the design and delivery of services.

Critical to our vision of a successful multi-cultural town is the tackling of the major determinants of socio-economic deprivation (such as unemployment, low skills, poor educational attainment) across all of Oldham's geographical areas, individuals and communities. The approach of the Oldham Partnership, to set priorities and provide services on the basis of need, will continue through the LAA and OP Commissioning Framework.

1.2 Towards a prosperous town

Oldham is a town which is still experiencing economic restructuring and job losses. Over the next ten years, Oldham is forecast to lose 10,000 jobs from manufacturing and the economic infrastructure urgently requires comprehensive modernisation. In addition, the borough has a low GVA (and widening gap) within Greater Manchester and the North West, and household income levels are low.

The indices of Multiple Deprivation rank Oldham as the 43rd most deprived out of all 354 local authorities in England. 43% of the 144 Super Output Areas in Oldham are in the 20% of most deprived SOAs nationally. Deprivation levels will be compounded by the steady increase in the number of elderly people within the Oldham population. By 2021 the number of very elderly (85 plus) will reach 5,000. Oldham also has a higher proportion of young people aged under 16yrs within its demographic profile than the national average.

Despite improvements in educational attainment and health inequalities, levels of socio-economic deprivation mean that maintaining improvements towards national levels will be challenging. Crime rates in Oldham have been steadily reducing since 2003 but increased over 2006/7. Evidently, there is a synergistic relationship between health, employment, education, skills, crime, etc. which will require a co-ordinated approach thru the LAA.

A large proportion of Oldham's housing stock consists of terraced housing. In addition 11.6% of dwellings in Oldham are classed as unfit, compared to 5.6% nationally. Oldham also has a constrained land bank, around 25% of the borough is within the Peak National Park and much of the remainder is Green Belt. These factors constrain opportunities for new economic and residential development and demand the use of unique drivers for change.

To help achieve its vision of *"Increasing Life Opportunities for All"* the Oldham Partnership will continue to support programmes that modernise and improve the housing stock and contribute to economic growth. In addition we will continue to use innovative levers for change, such as expanding Higher Education and culture, to build a more prosperous Oldham. Improvements in the transport infrastructure will enhance Oldham's role in the regional economy, locally we will work to improve the educational attainment and skill levels of the Oldham workforce to take advantage of these opportunities.

The Oldham Partnership considers that addressing socio-economic deprivation, both for individuals and communities, through the strategic theory of change *Increasing Life Opportunities for All* will frame the development of a prosperous and cohesive town. The Oldham Partnership proposes to approach the issue of worklessness as an underpinning crosscutting theme for the new LAA. It is recognised that this will be the central challenge for the new LAA as progress in tackling worklessness will have direct impacts across the whole spectrum of LAA service delivery (education, health, crime, etc). Arguably, this single factor will be the underlying determinant of the future prosperity and cohesion of the town.

1.3 Towards the sustainable use of resources

Oldham's original Round Two LAA focused upon building community cohesion and delivering socio-economic priorities through '*Increasing Life Opportunities for All*'. Through the Safer Stronger Communities Block, we focused upon local and community related environmental issues such as household waste, green flag parks and street cleanliness. Since then, the scope and role of LAA's has expanded and the Oldham Partnership recognises that the LAA can now be used as a vehicle for tackling resource use issues of regional, national and international significance such as climate change.

The Oldham Partnership proposes to add '*achieving the sustainable use of resources*' to '*increasing life opportunities for all*' to define our strategic change theory for the LAA. The Feasibility Testing has suggested a number of indicators to strengthen our approach in helping address climate change thru the LAA.

2. Transformation of process

Effective transformation of Oldham will depend upon the co-ordinated and transparent deployment of public finance (both capital and revenue) against a shared set of strategic priorities. Historically, resources have been deployed within Oldham through separate funding mechanisms driven by individual Govt Depts or agencies. This has led to relatively unco-ordinated service delivery and unique systems of reporting, governance, community consultation and engagement etc. Not only has this fragmented service delivery, it is also a very expensive and inefficient way of providing services.

Locally, our intention is to manage the deployment of resources and delivery of services through the LAA. We intend to use the LAA to organise the more effective co-ordination of mainstream funding, European funding, LAA Grant, and capital funding. The Oldham Partnership has always viewed the LAA as a single delivery contract with Govt which can be used to rationalise:

2.1 Improved Priority Setting and Resource Allocation

Our perspective is that the new model LAA will lead to a clearer hierarchy of indicators which will enable the Oldham Partnership to focus on achieving strategic improvements and shaping Oldham. Such a hierarchy could comprise:-

- *Tier 1 - Limited number (35 +18) of outcome indicators where performance can be improved and which are designed to help place-shape Oldham and shared as national priorities;
- *Tier 2 - Additional number of local indicators where performance can be improved and which will make a significant contribution to the achievement of LAA outcomes.
- * Tier 3 - Additional indicators used to performance monitor and/or programme manage and/or milestone transformational process change within the LAA.

This hierarchy combined with financial flexibilities envisaged in the single pot will help Oldham (and Govt) to focus on change where it really matters. This system can also be used for rationalising and reducing the bureaucratic burden imposed by Govt thru inspection, review, reporting and programme management arrangements.

A clearer hierarchy of indicators and targets will enable the Oldham Partnership (thru LAA Grant) and partner organisations (thru mainstream funding) to more effectively allocate resources against a collective body of priorities which collectively place-shape Oldham.

In terms of framing the new model LAA, Feasibility Testing discussions with Block Leads have proposed the grouping of LAA outcomes and indicators around three broad headings to facilitate a crosscutting approach to service provision:-

Health & Wellbeing

Economic Prosperity

Safe and Strong Communities

In terms of our LAA post 2008, we are likely to retain the five block LAA structure around which to group indicators, allocate resources, and assign accountability. We are considering the use of the three themes to construct a new Sustainable Community Strategy for Oldham.

The Oldham Partnership will allocate the new single pot through the Oldham Partnership Executive to deliver LAA priorities and deployed to transform services via the Oldham Partnership Commissioning Framework.

2.2 Towards the Commissioning of Multi Agency Service Delivery

The Oldham Partnership has developed a Commissioning Framework to provide the commissioning and programme management of the single pot as core LSP functions. This allows the rationalisation of existing programme management, commissioning and reporting systems around a common process which is directly accountable to the Oldham Partnership and OMBC (as the Accountable Body).

Commissioning also allows greater flexibility in contracting a wider variety of service delivery agencies (including the Voluntary and Community Sector). The process of commissioning also allows for the greater input of service users and Elected Members in the design and management of service delivery.

The Oldham Partnership believes that a shared set of multi-agency activities located within the LSP Support Team will facilitate a more streamlined and transparent process for the deployment of resources and commissioning of services via the LAA single pot and other aligned/ pooled resource streams. This can lead to the removal of duplications in processes such as programme management and reporting. It will also lead to a greater connection between strategic leadership and service delivery. A unified process of resource allocation and commissioning at the local level can create a single transparent process of service design and delivery which facilitates the greater involvement of Elected Members and citizens. This in turn builds local democracy and community cohesion.

From 2008, we will increasingly commission services which have a crosscutting impact on LAA indicators. For example, commissioning a service which upskills and assists ex-offenders to secure permanent employment delivers on targets across the LAA in a crosscutting and preventative manner.

2.3 Improved joint working arrangements

The development of new model LAAs provides ample scope for the closer integration of priority setting, commissioning, finance, risk, performance and programme management. This in turn has implications for organisational business planning and design.

The Oldham Partnership proposes to continue to develop joint agency working towards a Local Public Service Board Model.

2.4 Service Delivery Transformation

Fundamentally, the LAA in Oldham will be formulated to drive improved multi agency service delivery within our strategic theory of change. We will utilise the Commissioning Framework to design and deliver services based around the needs of the service user and contributing to our strategic change agenda.

The single pot in Oldham has led to the extensive commissioning, decommissioning and recommissioning of multi agency services around LAA priorities. Commissioning and programme management functions are located in the Oldham Partnership Support Team which is 'hosted' by OMBC.

2.5 Voluntary, Community and Faith Sector

The Oldham Partnership, through its commissioning process, is committed to the full engagement of the Voluntary, Community and Faith sector in service design, commissioning and delivery. We already have indicators within the LAA to measure the number and value of contacts awarded to the Sector. During 2005/6, for example, approximately 21.5% of our NRF allocation funded service provision thru the Voluntary, Community and Faith Sector. In preparation for the new model LAA, we intend to work with the Third Sector and GONW to ascertain and utilise the correct indicators and reporting systems to use to monitor the contribution of the Sector to service delivery.

2.6 Capital Programmes

Critical to the transformation of Oldham will be the continued close alignment of the LAA to current, planned and future major capital programmes such as HMR, BSF, and Oldham Beyond.

The Oldham Partnership intends to continue the development of a co-ordinated approach to LAA and capital programme delivery, sharing objectives, process, indicators etc and collectively place-shaping Oldham.

3.0 Making this happen

3.1 Priority Setting

Priorities within the Oldham LAA will be constructed around the strategic change theory '*Increasing Life Opportunities for All*' supported by '*Achieving the sustainable use of resources*'. Crosscutting issues such as community cohesion, engagement, worklessness and culture will influence our choice of indicators as well as developing crosscutting services thru the OP Commissioning Framework.

An initial prioritisation exercise using indicators from the 2007/8 LAA has been completed by the LAA Blocks. Two systems of prioritisation were used. Two blocks prioritised indicators as national, regional or local importance. Three blocks prioritised indicators as high, medium or low priority. Blocks were also asked to suggest indicators they may wish to add or delete from the LAA.

The next phase of our work has been to group indicators into the respective tiers to begin the process of shaping the new model LAA. These are attached at the end of this report and yield a total of 26 outcomes and 131 indicators. These have been broken down as:

- **Tier 1: (shared national priority outcome indicators) – *currently around 50 identified***
- **Tier 2: (local improvement priority indicators linked to achievement of the above) – *currently around 36 identified***
- **Tier 3: (indicators for performance monitoring, programme management etc) – *currently around 42 identified***

Discussions need to take place to further refine the choice and ranking of indicators but we feel that, on this basis, it will be relatively simple for Oldham to comply with the new model LAA in terms of priorities and indicators. Within this context, we don't perceive many difficulties in applying indicators and targets at different spatial levels or for different communities of need. This is already undertaken in our current LAA.

3.2 Performance Indicator Exchange

Oldham is one of four areas (Wigan, Cumbria and Lancashire) working with CLG and the Audit Commission on a Performance Indicator Exchange. We are actively contributing to the business planning for this by helping to examine issues such as

quality control, collection and reporting costs and technical specifications. This will ultimately lead to single data entry and immediate information exchange between central and local agencies. Work on this project is being shared thru the IDeA using the esd toolkit.

3.3 Building on good practice

Oldham's LAA has emerged as a model of good practice for improving partnership working and strengthening effective multi agency service delivery. This has been recognised by a range of awards and a green/green performance rating. It is suggested that we utilise our existing LAA as the template for 2008. To maintain our outward focus and share good practise, we have applied to the IDeA to be a Beacon Authority for LAAs and LSPs.

3.4 Messages for Govt

Oldham has eight issues to relate to Govt to help shape the LAA process:

1. The process of developing new model LAAs should be bottom up as well as top down reflecting the views of localities in place-shaping and delivering services in unique circumstances.
2. Oldham believes that LAA's should be fixed three year contracts of delivery with three year funding allocations and a general rationalisation of back office functions around the LAA.
3. We would suggest an extension of stretch target/LPSA methodology more widely across the LAA with Reward Grant to incentivise target delivery.
4. The use of mandatory indicators by Govt has been generally unhelpful and undermines the national/local relationship around priority setting and service delivery. We would prefer an approach where both priorities and indicators are chosen via a process of dialogue facilitated by the Government Office.
5. Further clarity is required as to the position of funding streams, such as HMR and NDC, and funding agencies (such as RDA's) in relation to LAA's. Much more can be achieved to rationalise public funding and service provision at a local level thru the LAA/MAA model.
6. Our approach to the LAA is to use a contractual model of priorities together with commissioning of services to minimise bureaucratic costs and maximise resources deployed in actual service delivery. We believe that this rationale can be used more widely by Govt within the LAA/MAA framework to support more effective delivery and place-shaping at a local level.
7. In addition to the place shaping being undertaken by localities, ideally Govt will also be asked to form a view on its 'priority places' where the need for transformational change (and levels of investment) will be greatest.
8. We would like to express our concern that the work undertaken on the Feasibility Testing won't be superseded by the production of the national indicator set and guidance package.

4.0 Next Steps

The Oldham Partnership will utilise this document to initiate shaping of our new model LAA thru:

- 1. Formal discussions on Oldham priorities with GONW/Audit Commission w/c 9th July.**
- 2. Formal submission of Feasibility Paper to Govt 13th July.**
- 3. Discussion on priorities with OP Steering Group 5th July.**
- 4. Formal discussion on LAA priorities initiated with LAA Blocks, Advisory Groups, Elected Members and partner organisations from mid July.**
- 5. Formal meeting with GONW and Voluntary, Community and Faith Sector to discuss monitoring the Sector's involvement in delivery of the new model LAA.**
- 6. Formal LAA Conference organised for Autumn.**
- 7. Joint OP/OMBC Scrutiny session arranged for October/Nov 07.**
- 8. A major programme of community consultation.**

BLOCK: SAFER & STRONGER COMMUNITIES		CHANGE THEORY: To create sustainable neighbourhoods by supporting cohesive communities, tackling crime and improving the environment.	
OUTCOMES	INDICATORS (* indicates stretch target)	TIER 1,2 or 3	COMMENT
A – TO PROMOTE CULTURE AND COHESION	* Number of adults (aged 16 and above) who participate in performing and visual arts activity ¹ across Oldham ²	1	This is a stretch target.
	The total number of adults (aged 16 and above) from BME groups who participate in performing and visual arts activity ¹ across Oldham ²	1	This is a stretch target and a sub-target of the above.
B – TO HAVE CLEANER, GREENER AND SAFER PUBLIC SPACES	Percentage of residents reporting an increase in satisfaction with their neighbourhoods and in disadvantaged areas showing a narrowing of the gap between these areas and the rest	1	This provides an ‘overall’ perception rating. Levels of dissatisfaction can lead to unrest in communities, crime and enviro-crime etc. As such, it is a cross-cutting indicator across the LAA.

¹ Using the DCMS definition of participation as being: “having engaged in at least two of the following activities per year: writing stories, plays or poetry; doing any ballet or other dance; playing a musical instrument for own pleasure; writing or composing a piece of music; performing or rehearsing a play or drama; painting, drawing, print-making or sculpture and crafts.”

² As measured by Oldham Cultural Partnership participation survey. 100% of reward Grant payable if number of participants from BME achieves no lower than figures quoted. Otherwise, 80% of Reward Grant payable if BME participation target not achieved or 20% payable if only BME participation target achieved.

C - TO BUILD RESPECT IN COMMUNITIES, TO REDUCE CRIME AND THE HARM CAUSED BY ILLEGAL DRUGS AND TO REASSURE THE PUBLIC, REDUCING THE FEAR OF CRIME AND ANTI-SOCIAL BEHAVIOUR	* Number of Comparator Crime offences (excluding domestic burglaries) ⁷	1	This is a stretch target.
	* Number of domestic burglaries ⁷	1	This is a stretch target and a sub-target of the above.
	Number of vehicle crimes	3	This indicator is already measured within PSA 1 – ‘Number of comparator crime offences’
	Number of violent comparator crime offences	3	This indicator is already measured within PSA 1 – ‘Number of comparator crime offences’
	To increase the percentage of hate crime victims who say they are satisfied with the service provided by key partners	2	Delete the indicator and <u>REPLACE</u> with a more measurable indicator (yet to be determined) Currently, the satisfaction/perception indicator adopts two methods of measurement: Firstly, internally within Greater Manchester Police measuring the quality of the service provided by Officers (generally this is the first initial response to victims) and secondly, MORI has undertake a satisfaction survey at the end of the entire investigation process to determine a victims satisfaction with wider partner agencies such as for example, housing providers, victim support, ASB team. This has proven to be an ineffective method of monitoring, as there have only been a limited number of questionnaires returned. New indicator needs to clarify who are ‘key partners’, and whether they are collectively or individually measured.
	Reduce the proportion of adult offenders and prolific and other priority offenders who re-offend	3	
	Reduce public perceptions of local drug dealing and drug use as a problem	3	

⁷ In Oldham, as recorded by Greater Manchester Police

	Increase in percentage of people who feel very or fairly well informed about what is being done to tackle anti-social behaviour in their local area	3	
	Decrease the percentage of people who perceive a high level of anti-social behaviour ¹²	3	
	<p>Reassure the public reducing the fear of crime:</p> <ol style="list-style-type: none"> 1. Feel safe in their local neighbourhood, day time (7am – 7pm) 2. Feel safe in their local neighbourhood, night time (7pm – 7am) 3. Feel safe in the Town Centre, day time (7am – 7pm) 4. Feel safe in the Town Centre, night time (7pm – 7am) 	3	To have any value at all, this must be done with reference to seasonality and lighting up times.
	The percentage of domestic violence offences contained within the VAP figures	3	
	The percentage of repeat victims within the overall domestic violence incidents	3	

¹² Using the 7 issues stated in the Local Government User Satisfaction Survey

	Number of Problematic Drug Users in treatment to date	2	The drug indicators may possibly need to be changed to reflect alcohol as an emerging issue.
	Percentage of Problematic Drug Users discharged, who had been retained in treatment for 12 weeks or more	3	<p>This term is used most often when talking about the number of drug users entering treatment as a percentage of estimated problematic drug users in the borough.</p> <p>The estimate that we currently use and refer to was researched by the Centre for Drug Misuse Research, Glasgow University. This study employed the following as the case definition for problem drug use. "Use of Opiates and/or the use of Crack Cocaine" It should be noted that the case definition focuses on the "use" of opiates and/or crack cocaine rather than "misuse" of these drugs or addiction to either drug. The case definition does not include the use of cocaine in a powder form, the use of amphetamines, ecstasy or cannabis, or the injecting of drugs by people who do not use opiates or cocaine.</p>
D - TO EMPOWER LOCAL PEOPLE TO HAVE A GREATER VOICE AND INFLUENCE OVER LOCAL DECISION MAKING AND THE DELIVERY OF SERVICES <i>(Cross-cutting outcome across all LAA Blocks)</i>	Number of people who feel that they can influence decisions affecting their local area	2	This links to the recommendations contained within the White Paper regarding empowering communities etc and also Oldham's approach to Localism
	Number of people engaging in (defined) volunteering activity	2	<p>The definitions against which this is measured relate to 'civic' duties rather than general volunteering activities. Again, this links with the recommendations contained within the White Paper</p> <p>Cross-cutting indicator across the LAA.</p>
	Number of contractual opportunities awarded to the voluntary and community sector, through the Oldham Partnership Commissioning Process	3	This indicator still needs to be monitored at a local level to ensure that the Oldham Partnership Commissioning Process is effective in ensuring that VCS organisations are provided with opportunities to deliver services as part of the LAA.

	Total value of contractual opportunities awarded to the voluntary and community sector, through the Oldham Partnership Commissioning Process	3	This indicator still needs to be monitored at a local level to ensure that the Oldham Partnership Commissioning Process is effective in ensuring that VCS organisations are provided with opportunities to deliver services as part of the LAA.
	Proportion of adults who say that people from different backgrounds can get on well in their area: <ul style="list-style-type: none"> • Ethnic background • Social background 	2	It is important to retain at least one community cohesion indicator within the LAA
E – REDUCE OVERALL CRIME AND NARROW THE GAP	Reduce overall crime in line with local Crime and Disorder Reduction Partnership targets and narrow the gap between the worst performing wards/neighbourhoods and other areas across the district ¹³	2	The National Strategy for Neighbourhood Renewal remains in place, with the objective of closing the gap between places and ensuring that within ten to twenty years, no-one will be significantly disadvantaged by where they live. Where Neighbourhood Renewal is a local priority, it is expected that targets will be included to address this. Narrowing the gap must be measured between the worst performer and a fixed point, not the best performer, otherwise it may result in a perverse outcome

¹³ Measured as crimes per 1,000 population

F - IMPROVE THE QUALITY OF THE LOCAL ENVIRONMENT BY REDUCING THE GAP IN ASPECTS OF LIVEABILITY BETWEEN THE WORST WARDS/NEIGHBOURHOODS AND THE DISTRICT AS A WHOLE	* Reduce the percentage of streetscapes falling below Grade B standard of cleanliness ¹⁴	1	This is a stretch target.
	Narrowing the Gap: Average cleanliness figure of streets and roads which are unacceptable (priority wards, June 03 – Mar 06, Coldhurst; Alexandra; St. Mary's; Medlock Vale) Average cleanliness figure for the Borough over the same period	2	The National Strategy for Neighbourhood Renewal remains in place, with the objective of closing the gap between places and ensuring that within ten to twenty years, no-one will be significantly disadvantaged by where they live. Where Neighbourhood Renewal is a local priority, it is expected that targets will be included to address this.
	Percentage of residents reporting an increase in satisfaction with the cleanliness of their streets	3	Street cleaning is a priority for Oldham and links to the Localism agenda. There is a close correlation between this indicator and the one relating to people's satisfaction with their neighbourhood.
	Number of Green Flag parks/cemeteries	3	Parks are a means of promoting community cohesion/providing activities for young people etc. and should continue to be reported on locally

¹⁴ As measured by OMBC (BVPI 199a)

	Percentage of the total tonnage of municipal waste arisings which have been recycled/ composted	2	<p>Waste is high on the Government's agenda and therefore proposed as a national indicator.</p> <p>The new Government Waste Strategy 2007 states that the " Government is developing proposals for local authority waste performance indicators to be included in the new performance framework. The proposed indicators will focus on the amounts of municipal and household waste per person that is not re-used, recycled or composted" The final performance package is to be published later in 2007.</p>
	Kg of household waste collected per head of population.	1	As above.
G - TO INCREASE DOMESTIC FIRE SAFETY AND TO REDUCE ARSON	To achieve a 10% reduction in deliberate / malicious fires by 2010	3	
	Number of deliberate primary fires (Fire Damage Report 1), excluding vehicles	3	
	* Number of accidental domestic dwelling fires ²²	1	Stretch target.

SUMMARY TABLE					
Total Outcomes	Indicators	TIER 1	TIER 2	TIER 3	Comment
7	32	8	8	16	TIER 1 indicators can be counted as six to account for sub-targets.

²² As measured by GM Fire and Rescue Service (BVPI 142iii). Reward Grant payable from 40% of target achieved

BLOCK: HOUSING		CHANGE THEORY: Meeting the needs in all neighbourhoods/ communities to provide affordable and decent homes and give support to those who need it	
OUTCOMES	INDICATORS (* indicates stretch target)	TIER 1,2 or 3	COMMENT
A - COUNCIL AND HOUSING ASSOCIATION PROPERTIES MEET DEGENCY STANDARD BY 2010 AND IMPROVE DEGENCY RATES IN THE PRIVATE SECTOR (MANDATORY OUTCOME) All social housing is made decent and that at least 70% of properties in the private sector where there are vulnerable households are made decent by 2010	Meet the current statutory minimum standard for housing <ul style="list-style-type: none"> ▪ The proportion of Local Authority homes which were non – decent at the beginning of the year ▪ The proportion of RSL properties which were non – decent at the beginning of the year 	1	Condition of Oldham’s housing stock is a strategic priority.
	The total number of private sector properties in the borough which were non-decent at the beginning of the year	1	Condition of Oldham’s housing stock is a strategic priority.
	External refurbishments to pre-determined standards e.g. Facelifts	2	Aesthetically determined – no structural improvements

	“Home Plus Plan” relocation equity loan ¹	2	Tool to achieve better standard of accommodation
	“Home improve” Equity Loan	2	Tool to achieve better standard of accommodation
	Provide a reasonable degree of thermal comfort <ul style="list-style-type: none"> ▪ Energy efficiency – the average Standard Assessment Procedure (SAP) rating of local authority owned dwellings ▪ RSL dwelling’s SAP rating ▪ Private Sector Housing SAP rating 	1	Change to indicator to reflect energy conservation i.e. Climate change and Green Housing Agenda
	Bringing empty homes into long term use ²	1	Still a major issue in Oldham
	The number of empty dwellings that are returned into occupation ³		
B - SERVICES TO HOMELESS HOUSEHOLDS ARE IMPROVED WITH ENHANCED PREVENTATIVE	Level of homelessness. * Reduce levels of homelessness acceptances	1	This is a stretch target.

¹ Home Plus Plan has been specially created for home-owners and tenants affected by the Housing Market Renewal demolition plans to help them bridge the gap in value between their home and an alternative. The number of residents affected by the proposals are limited and due to the initial success of the scheme there will be a decreasing number of eligible residents within the two neighbourhoods over the next three years.

² This indicator is not BVPI 64 and does not reflect cleared stock.

³ This includes dwellings acquired by the Council and are now being brought back into use by First Choice Homes Oldham. The targets for 2007/08 & 2008/09 have increased to incorporate FCHO stock

WORK	Increase numbers of cases where Housing Advice prevents homelessness	2	Contribute to stretch target
	Reduce numbers of households placed in B&B	2	Contribute to stretch target
	Reduce the use of temporary accommodation by 50% by 2010	2	Contribute to stretch target
	To increase the number of families supported to address their anti-social behaviour and therefore prevent loss of their home	2	Contribute to stretch target
	Increase the overall provision and effectiveness of Local Authority services to help those who have experienced Domestic Violence and prevent further DV.	2	Contribute to stretch target
C - TO EMPOWER LOCAL PEOPLE TO HAVE A GREATER VOICE AND INFLUENCE OVER LOCAL DECISION MAKING AND THE DELIVERY OF SERVICES (MANDATORY OUTCOME IN THE SSC BLOCK)	<p>Tenant Satisfaction with Decision Making</p> <ul style="list-style-type: none"> • Satisfaction of all tenants of council housing with the opportunities for participation in management and decision making in relation to services provided by their landlord • Satisfaction of all Registered Social Landlords tenants 	3	Not an entirely effective measure based on after the event data. Not essential for us as a housing block and it doesn't measure anything effectively

<p>D. A BALANCED HOUSING MARKET OFFERING QUALITY AND CHOICE TO ALL</p> <p>(THE %'S FOR THESE INDICATORS WILL BE TRANSLATED INTO NUMBERS BEFORE FEBRUARY 2007) THE NUMBERS WILL REPRESENT A MORE TRANSPARENT UNDERSTANDING OF ACHIEVING THE TARGETS</p>	<p>Proportion of affordable homes provided to rent on mixed tenure developments in: ⁴</p> <ul style="list-style-type: none"> • HMR areas • Non HMR areas 	1	<p>Affordable housing is a high priority for government; the refreshed LAA has been the council's attempt to focus partners' activities in this area.</p> <p>The Housing Block is open to discussion as to how this section could be developed further.</p> <p>The Housing block is particularly concerned that Local Authorities are encouraged to release land through LAA incentives.</p> <p>The Block also stresses that the link between housing and economic aspirations is maintained.</p>
	<p>Proportion of affordable homes provided to buy on mixed tenure developments in:</p> <ul style="list-style-type: none"> • HMR areas • Non HMR areas 	1	
	<p>Percentage of dwellings that are in Council Tax bands C and above</p>	1	
	<p>Hectares of Brownfield council owned land made available for mixed tenure developments</p>	2	
	<p>Percentage of properties added to the stock which have 3+ bedrooms in the HMR area ⁵</p>	2	

⁴ This indicator looks at all new housing developments that have a range of house sizes and tenure, to meet diverse housing needs

⁵ A 3 bedroom property covers 750 sq. ft. HMR are aiming for a target of 1000 sq. ft. within the Pathfinder area.

	Percentage Gap between the levels of worklessness inside and outside the pathfinder area	2	
	Percentage of new homes to meet Eco-homes Very Good or Excellent in: <ul style="list-style-type: none"> • HMR areas • Non HMR areas 	2	
	Percentage of new homes meeting Lifetime Homes standards in: <ul style="list-style-type: none"> • HMR areas • Non HMR areas 	2	

E. A MORE COHESIVE AND INTEGRATED COMMUNITY	<u>Access to Housing</u> ⁶ <ul style="list-style-type: none"> • Reduce the percentage disparity between the proportion of council tenants and minority groups within the Borough • Percentage of New RSL tenants from BME communities • Percentage of council tenants that are under 25 • Percentage of new of RSL tenants that are under 25 • Number of Council properties that are adapted 	1	Key indicator for the LAA. Communities in Oldham are segregated and the LAA is about breaking down barriers.
	<u>Household Mobility</u> <ul style="list-style-type: none"> • Percentage of supported households still remaining in the tenancy after six months through the Tenancy Support scheme 	1	This indicator needs refining. The Housing Block is keen to measure household mobility, but would like to work with government to agree a new indicator.

⁶ This includes issues in Council and RSL tenants. There is an issue in the Private Rented Sector of where future work needs to be carried out to address this.

	<p>Engagement⁷</p> <ul style="list-style-type: none"> Representation of tenants and residents associations (both FCHO and RSL) are reflective of the community that they serve 	<p>3</p>	<p>The Housing Block is working on refining this indicator to see if it is useful.</p>
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SUMMARY TABLE					
Total Outcomes	Indicators	TIER 1	TIER 2	TIER 3	Comment
5	25	10	13	2	Further work can be undertaken with the Housing Block to refine these indicators.

⁷ This is a new indicator, where appropriate baseline information needs to be formed to set targets. New personnel employed within the research team will carry out the work within the next twelve months

BLOCK: ECONOMIC DEVELOPMENT & ENTERPRISE		CHANGE THEORY: Improving employment opportunities for local people, addressing skill attainment and creating an environment to encourage entrepreneurship and investment	
OUTCOMES	INDICATORS (* indicates stretch target)	TIER 1,2 or 3	COMMENT
A – IMPROVING ENTERPRISE, INNOVATION AND BUSINESS GROWTH	Increase number of VAT registered businesses	1	Important Target to measure “health” of the economy
	Increase total business stock	1	Important Target to measure “health” of the economy and effectiveness of LABGI funding. Currently measured on beta model, preferred to use Business Rates (= LABGI
	Number of Social Enterprises where income earned is at least 50% of annual turnover	2	Important sector of growth which can sustain new employment strands.
	Types of businesses by key sectors based on number employed in: <ul style="list-style-type: none"> • Construction • Creative Industries • Energy • Environmental Technologies 	2	Key indicator to measure expected growth in key sectors. Could be expanded to include all projected key sectors. Suggested expansion to cover energy and environmental technologies sector.
	Number of businesses with: <ul style="list-style-type: none"> a) an accredited Environmental Management System; b) a Carbon Management Action Plan 	2	Direct contribution to better management of resources. Important response to climate change.
B - IMPROVE THE	No. of FTE students entering UCO	2	Key indicator to measure the success of HE in Oldham

SKILLS AND EMPLOYABILITY OF THE BOROUGH'S RESIDENTS	Retention of cohort entering UCO at the end of each academic year	3	Good measure of how UCO is performing as a delivery agent
	Progression of cohort entering UCO through to following academic year	3	Good measure of how UCO is performing as a delivery agent
	* The number of adults aged 16 or over achieving literacy, language, or numeracy qualifications at entry level 3, level 1 or level 2 ⁸	1	This is a stretch target. Critical importance to support minimum skills levels.
	* The number of learners achieving level 2 by the age of 19 ⁹	1	This is a stretch target. Critical importance as Level 2 is anticipated to be the lowest level needed for the future workforce.
	Percentage of learners achieving level 3 by the age of 19	1	Important target – support progression from level 2
	Percentage of 18 and 19 year olds entering higher education	2	Regionally important target to ensure that greater numbers of young people access HE (proxy indicator for HE access for 18-30 year olds)

⁸ As measured by Learning & Skills Council & OMBC

⁹ As measured by the Greater Manchester Learning & Skills Council

C - REDUCING POVERTY AND INEQUALITIES	Reducing worklessness amongst the working aged population (aged 16-59) of Oldham		
	* i) The number of people who have been claiming an incapacity benefit ¹⁰ and living in one of the 7 priority wards ¹¹ helped by Oldham Partnership into sustained employment of at least 16 hours per week for 13 ¹² consecutive weeks or more.	1	This is a stretch target – key target to meet DWP outcomes to support IB clients back into work (will need to operate alongside Provider led Pathways from December 07).
	ii) The Borough average IB claimant rate	2	Important Target to measure impact of economic restructuring and how residents access wider employment opportunities. Also key element of City Strategy
	iii) The number of lone parents moving into employment	2	Important Target to measure impact of economic restructuring and how residents access wider employment opportunities. Also key element of City Strategy
	Reduce the overall benefit claim rate for those living in the worst initial labour market position ¹³	1	Important Target to measure impact of economic restructuring and how residents access wider employment opportunities. Also key element of City Strategy
Reduce the difference between the overall benefit claimant rate for England and the overall rate for the worst local labour market	1	Important Target to measure impact of economic restructuring and how residents access wider employment opportunities. Also key element of City Strategy	

¹⁰ Incapacity Benefit (IB), Severe Disability Allowance (SDA(TP), Income Support (IS) on the basis of disability, and those awarded National Insurance Credits (NICS) on the basis of disability for 13 weeks or more

¹¹ JCP 2006 figures for the following wards: Hollinwood, Coldhurst, Werneth, St Mary's, Lees, Alexandra (includes NDC area) and St Pauls

¹² As defined by JCP's definition of a job outcome.

¹³ As identified by DWP

D- ATTRACTING INVESTMENT TO CREATE QUALITY MODERN FLOOR SPACE AND NEW JOBS	Creation of quality floor space ¹⁴	2	“Oldham industrial premises are among the oldest and least suitable for modern needs of any borough nationally” (GONW)
	Creation of new jobs.	2	
E- IMPROVING THE TRANSPORT INFRASTRUCTURE	Road condition	?	Suggested by GONW
	Traffic Congestion	?	Suggested by GONW

SUMMARY TABLE					
Total Outcomes	Indicators	TIER 1	TIER 2	TIER 3	Comment
5	21	8	9	2	Two suggested indicators require discussions within Oldham to determine their position within the LAA.

¹⁴ "Quality" will assured by the delivery of Oldham Beyond investment priorities e.g. Hollinwood, Oldham Town Hall, University Centre Oldham and Mumps Business area and/or at other sites that deliver floor space suitable to accommodate key sectors within the Regional Economic Strategy

BLOCK: HEALTHIER COMMUNITIES & OLDER PEOPLE		CHANGE THEORY: Creating more opportunities to enable citizens to lead healthy, active and longer lives	
OUTCOMES	INDICATORS (* indicates stretch target)	TIER 1,2 or 3	COMMENT
A – IMPROVE HEALTH AND REDUCE HEALTH INEQUALITIES	Reduce health inequalities between the Borough and the England population by narrowing the gap in all-age all-cause mortality	1	This is an overarching outcome for the whole of the block that sets the agenda on inequalities in health.
B - REDUCE PREMATURE MORTALITY RATES AND REDUCE INEQUALITIES IN PREMATURE MORTALITY RATES BETWEEN WARDS/NEIGHBOURHOODS	Reduce directly standardised mortality rates from circulatory diseases in people under 75, so that the absolute gap between the national rate and the rate for the district is narrowed.	1	This is a national target that is highly relevant to Oldham. Circulatory diseases are the leading cause of premature mortality in Oldham. Achievement of this target relates directly to the overarching target.
B1– LIFESTYLE FACTORS: SMOKING	* Engagement with Stop Smoking Service by subgroup;		
	Number of Clients quitting at 4 weeks from BME population ¹⁵	1	This a stretch target

¹⁵ Reward Grant payable from 40% of target achieved

	Number of clients quitting at 4 weeks who are male and aged between 16-34 (not including BME) ³	1	This a stretch target
DIET	Proportion of population reporting consumption of fruit and vegetables at 5 portions per day.	3	This target will now become a subject of the target on reducing premature mortality from circulatory diseases. As such it is recommended to become a local level target. This is based upon the rationale that dietary factors are a risk for circulatory disease. This thinking also applies to attainment of levels of physical activity and therefore this target will also become a local level target.
	Proportion of the population living in wards of Werneth, Coldhurst, Alexandra, St Marys, St James, Medlock Vale and Hollinwood in Oldham reporting consumption of five portions of fruit and vegetables per day.	3	
SPORT AND PHYSICAL ACTIVITY	Proportion of the population reporting participation in 30mins or more of physical activity on at least three days per week.	3	
	Proportion of the population living in the wards of Werneth, Coldhurst, Alexandra, St Marys, St James, Medlock Vale and Hollinwood in Oldham participating in 30 minutes of physical activity on a minimum of three days per week	3	

ALCOHOL	Alcohol related hospital admissions per 1,000 population	1	Alcohol consumption is an increasingly significant risk factor for health and well being in Oldham. This will remain in the LAA but the indicators will be changed to relate to a measurement of alcohol consumption gathered through primary care data.
B2 - INFANT MORTALITY	Percentage of women smoking during pregnancy in Oldham To reduce by 1.5% per annum, women smoking during pregnancy in populations living in Coldhurst, Werneth, St Pauls, Alexandra and St James wards	2	This target and indicator will become a sub-set of the stretch target on smoking prevalence and will be set as a local level target.
	Percentage of mothers initiating breast-feeding at delivery, living in Oldham To increase by 3 % per annum, percentage of mothers initiating breast feeding in populations living in Coldhurst, Werneth, St Paul, Alexandra, and St James wards	2	This target will also be reset as a local level target and the indicator will be changed from one that measures breast feeding initiation to one that measures maintenance of breast feeding at a set point several weeks after birth.
B3 - MENTAL HEALTH OUTCOMES FOR ADULTS.	Percentage of people under adult mental illness specialties on Care Programme Approach receiving follow up (by phone or face to face) within 48 hours of discharge from hospital	1	The outcome around mental health for adults will be retained but the indicator will be changed to relate to an indicator reflecting prevalence of depression as recorded in general practice.

C - INTEGRATED SERVICES TO SUPPORT INDEPENDENCE AND IMPROVED ENGAGEMENT OF OLDER PEOPLE AS ACTIVE CITIZENS.	1	<u>SERVICES FOR CARERS</u>	1	Retained in its current form.
	a)	Total number of breaks provided through Carers Grant in the period 2005 / 2006		
	b)	Increase number of black and minority ethnic carers eligible for breaks	3	
	2	<u>OLDER PEOPLE LIVING AT HOME</u>	1	
	a)	Number of older people aged 65 or over helped to live at home		This is a stretch target.
	b)	* Number of supported admissions of older people aged 65 or over to permanent residential and nursing care	1	This is a stretch target.
		<u>3.BENEFITS, VOLUNTEERS, EMPOWERMENT</u>	3	This target will be set as a local level target.
	a)	Number of pensioner households in receipt of pension credit		
b)	Empowering of older people to make a positive contribution to the planning, commissioning and delivery of services.	3	This target will be set as a local level target.	

	4 Reducing inappropriate length of stay in hospital for over 65 years as measured by excess bed days data.	2	A key target for the NHS and Social Care to address that would focus the NHS on delivering reductions in inappropriate hospital care and focus social care on effective home care.
D – IMPROVED OUTCOMES FOR DIABETES	To reduce the percentage of people registered with GP practices in Oldham who have ‘poor control’ of their condition (HbA1C >10%).	1	This target and indicator to be retained.
	To reduce the percentage of people with diabetes who have ‘poor control’ of their condition (HbA1C >10%) registered with GP practices estimated to have a BME population of 25% or more of the total list ¹⁶	3	

SUMMARY TABLE					
Total Outcomes	Indicators	TIER 1	TIER 2	TIER 3	Comment
4	19	10	3	8	Some indicators are sub-targets.

¹⁶ Seven GP practices with percentage of patients in poor control varying from 14% to 21%

BLOCK: CHILDREN & YOUNG PEOPLE		CHANGE THEORY: Enabling children and young people to lead healthy, active lives and be highly skilled, educated and socially responsible	
OUTCOMES	INDICATORS (* indicates stretch target)	PRIORITY (High/ Medium/ Low)	COMMENT
A – THE HEALTH OF CHILDREN AND YOUNG PEOPLE IS IMPROVED	* Percentage of schools achieving 2005 Healthy School Status	1	Stretch target.
	Number of conceptions to under 18s per 1,000 females aged 15-17 With the ward with the highest rate being no higher than	1	Although significant progress was made in 2005, Oldham remains above the national average. Likely to be a key Targeted Youth Support Service (TYSS) target.
	Reduce the likelihood of the onward transmission of Chlamydia and other associated STIs by increasing the numbers of 15-19 year olds accessing screening and treatment services on an annual basis	3	Input not output target.

Percentage of young people stating they consumed alcohol in the last month: <ul style="list-style-type: none"> • 11-15 year olds • 15 year olds 	3	Based on school survey data which is proving unreliable. May remove from LAA.
Percentage of young people admitting to using illicit substances in the last 6 months: <ul style="list-style-type: none"> • 11-15 year olds • 15 year olds 	3	As above
Percentage of primary school age children in Reception Year and Year 6 with height and weight recorded who are obese	1	Now have robust measuring in place and is regarded as a high "Being Healthy" priority.
* Percentage of children and young people aged 5-16 inclusive who take part in high quality PE or school sport for more than two hours per week.	1	Stretch Target
Modal share in travel to school <i>(Interim Indicator)⁵</i> The percentage of annual increase in the number of schools with an approved School Travel Plan (STP) required to achieve 100% STP coverage by March 2010.	3	Links to E&E Block

⁵ Interim Indicator until guidance received regarding modal share in travel to school indicator

B - CHILDREN AND YOUNG PEOPLE, PARTICULARLY THOSE MOST VULNERABLE, STAY SAFE	Percentage of 11-15 year olds experiencing bullying in schools and other venues	3	Based on school survey data which is proving unreliable. May remove from LAA.
	Percentage of 11-15 year olds reporting racist abuse, threats or attacks in schools and other venues	1	Important to retain as community cohesion is a cross LAA theme. Would suggest using two proxies: <ul style="list-style-type: none"> schools reported racial incidents; and racially motivated reported crime (link to Safer & Stronger Communities block)
	The number of Looked After Children adopted during the year as a percentage of the number of Children Looked After at 31 March (excluding unaccompanied asylum seekers) who had been looked after for 6 months or more on that day (PAF C23) is increased from 4.9% to 8% by 2008/9	2	Considered as key non-educational LAC measure when LAA first negotiated.
C - CHILDREN AND YOUNG PEOPLE EXCEL THROUGH FORMAL AND INFORMAL EDUCATION	Number of childcare places available	3	Is not an outcome measure and DfES targets already set for Early Years Service
	Percentage of children reaching 'good' level of development at end of Foundation Stage	1	Is one of 18 DfES targets but needs to be reworded to: Improve young children's development by increasing the percentage that achieve a total of at least 78 points across the Foundation Stage Profile and at least 6 points in each PSED and CLL scale; and improve the average FSP score of the lowest achieving group to narrow the gap between that group and the rest. (2 separate targets)
	Half days missed through authorised and unauthorised absence: <ul style="list-style-type: none"> Primary Secondary 	1	Is one of 18 DfES targets but needs to be reworded to: To reduce the level of school absence (3 targets, 1 for primary, 1 for secondary and 1 for special schools)

	<p>* Percentage of 7 year olds achieving Level 2+ Reading at Key Stage 1:</p> <ul style="list-style-type: none"> Borough wide With the lowest performing school achieving no lower than:¹⁰ 	1	This indicator is a stretch target and is one of the 18 DfES targets.
		1	Stretch target and sub target of above.
	<p>* Percentage of 7 year olds achieving Level 2+ Writing at Key Stage 1</p> <ul style="list-style-type: none"> Borough wide With the lowest performing school achieving no lower than:¹⁰ 	1	Stretch target
		1	Stretch target and sub target of above.
	<p>* Percentage of 11 year olds achieving Level 4+ in English at Key Stage 2</p> <ul style="list-style-type: none"> Borough wide With the lowest performing school achieving no lower than:¹⁰ 	1	<p>This indicator is a stretch target and one of the 18 DfES targets. Will need extending to:</p> <ul style="list-style-type: none"> English test - % pupils at level 4 or above (1 target) Maths test - % pupils at level 4 or above (1 target) Looked after Children - % of children aged 11, looked after for at least 12 months, who obtain level 4 in English and maths. (1 target) Minority Ethnic Groups - % pupils at level 4 or above in English and maths where there are 30 or more pupils from that group in any particular cohort (not a separate target)
		1	Stretch target and sub target of above.

¹⁰ Payment of 20% of reward grant conditional on lowest performing school achieving no lower than the indicated stretch

	Percentage of schools with 50% or more pupils achieving Level 5+ in English, Maths and Science at Key Stage 3	3	Already have 18 DfES education-related targets.
	* Percentage of 14 year olds achieving Level 5+ in English at Key Stage 3 <ul style="list-style-type: none"> • Borough wide • With the lowest performing school achieving no lower than: ¹⁰ 	1	This indicator is a stretch target and one of the 18 DfES targets. Will need extending to: <ul style="list-style-type: none"> • English test - % pupils at level 4 or above (1 target) • Maths test - % pupils at level 4 or above (1 target) • Looked after Children - % of children aged 11, looked after for at least 12 months, who obtain level 4 in English and maths. (1 target) • Minority Ethnic Groups - % pupils at level 4 or above in English and maths where there are 30 or more pupils from that group in any particular cohort (not a separate target)
	Percentage of Schools with 30% or more pupils achieving 5+ A*-C grades at GCSE (Key Stage 4)	3	Already have 18 DfES education-related targets.
	Percentage of 16 year olds achieving 5+ GCSEs at A*-C or equivalent at Key Stage 4 is increased <ul style="list-style-type: none"> • Borough wide • Kaskenmoor • Radclyffe 	1	This indicator is a stretch target and one of the 18 DfES targets. Will need extending to: <ul style="list-style-type: none"> • English test - % pupils at level 5 or above (1 target) • Maths test - % pupils at level 5 or above (1 target) • Looked after Children - % of children aged 11, looked after for at least 12 months, who obtain level 5 in English and maths. (1 target) • Minority Ethnic Groups - % pupils at level 5 or above in English and maths, science and ICT where there are 30 or more pupils from that group in any particular cohort (not a separate target)

	<p>* Percentage of 16 year olds achieving equivalent of 5+ A*-C GCSEs including English and Maths by the end of Year 11</p> <ul style="list-style-type: none"> • Borough wide • The lowest performing school achieving not lower than: ¹⁰ 	1	<p>This indicator is a stretch target and identical to one of the 18 DfES targets.</p> <p>Will need extending to include:</p> <ul style="list-style-type: none"> • Looked After Children: % of young people looked after for at least 12 months: who achieve five or more GCSEs graded A*-C (or equivalent) including English and maths (1 target) • where there are 30 or more pupils from that group in any particular cohort: % of pupils with 5 or more GCSEs at A*-C (or equivalent) including English and maths
D - YOUNG PEOPLE PLAY A POSITIVE ROLE IN THE COMMUNITY	The percentage of young people aged 13-19 from differing cultures participating in organised activities	2	This is closely connected with the one below suggest one is removed
	Number of children and young people engaged in community cohesion activity for at least 2 hours per week using time allocated through "Unity in the Community"	2	This is closely connected with the one above suggest one is removed
	Participation of Looked After Children aged 5+ in review meetings	3	Input rather than output. May be removed from LAA.
	Reduce the proportion of young offenders who are prolific and other priority offenders who re-offend	3	Sub set of another indicator. May be removed from LAA.
	Number of young people aged 10-17 cautioned or convicted for the first time	1	Key TYSS target

	Percentage of young people previously cautioned or convicted who re-offend during the year	1	Key TYSS target
	Percentage of Looked After Children cautioned or convicted (PAF C81)	3	Sub set of another indicator.
	The percentage of those young people who have been identified by the Youth Offending Service as being at risk of committing criminal offences, who receive an intervention with their family or carers	3	Input rather than outcome
E – YOUNG PEOPLE ACHIEVE ECONOMIC WELL BEING	Percentage of young people with learning and other disabilities in Employment, Education or Training (EET)	3	Sub set of NEET
	Percentage of teenage parents in Employment, Education or Training (EET)	3	Sub set of NEET
	* Percentage of 16-18 year olds Not in Education, Employment or Training: <ul style="list-style-type: none"> • * Borough wide 	1	Stretch target

¹⁵ Payment of 50% of reward grant conditional on lowest performing ward achieving no higher than the percentage stated

¹⁶ Should be no higher than 5% otherwise reward grant for this measure will be lost

	<ul style="list-style-type: none"> * The lowest performing ward achieving no higher than:¹⁵ 16 – 18 year olds recorded as “Unknown” ¹⁶ 	1	Sub target
		1	Sub target

SUMMARY TABLE					
Total Outcomes	Indicators	TIER 1	TIER 2	TIER 3	Comment
5	34	16	3	14	We will need to restructure the indicators within this block to take better account of the mandatory indicators and to clarify our position on certain indicators.