

# Reward Element Templates

Summary of Reward Element Targets		
<i>RE Ref</i>	<i>LAA Ref</i>	<i>Target</i>
RE01	EE01	Increasing Skills
RE02	EE04a	Supporting people move into full time employment from Incapacity Benefit through the 'Back to Work' initiative
RE03	EE07	Attainment of young people aged 19
RE04	EE13a	Improving the survival rates of businesses that start-up in Calderdale
RE05	EV06	Achieving enhanced CO <sub>2</sub> emission reductions from the Council's operational buildings, fleets, street-lighting and schools
RE06	EV08	Increase recycling of municipal waste
RE07	EV11	Improved access to affordable rural housing in Calderdale
RE08	SSC05	Reducing alcohol related harm by increasing the number of hazardous, harmful and dependent drinkers who will be screened and receive brief interventions.
RE09	SSC22	Reduce levels of re-offending by increasing the number of those involved in criminal justice interventions provided with suitable and settled accommodation
RE10	HC02	Smoking quitters
RE11	HC04	Weight management / Reducing obesity
RE12	OP01	Emergency Unscheduled Bed Days
RE13	OP08	Increasing Choice and Control – Direct Payments
RE14	OP10	The number of vulnerable households that have affordable warmth measures installed each year

## **REWARD ELEMENT TEMPLATE**

**Reward Element – Target RE01/ EE01**

### **Increasing Skills**

In LAA terms, this equates to the overarching theme of giving local people the skills and support to access quality employment

#### **Indicator by which performance will be measured**

The number of people achieving Skills for Life qualifications at Entry 3, level 1 and level 2 as measured by Learning & Skills Council West Yorkshire data.

#### **Current performance (Academic year ending summer 2005)**

761

#### **Performance at the end of the period of the Local Area Agreement (Cumulative total for the three academic year ending summer 2010)**

#### **Performance expected *without* the Reward Element**

1830

#### **Performance target *with* the Reward Element**

2370

#### **Enhancement in performance with the Reward Element**

540

#### **Allocation of Performance Reward Grant**

The PRG to be allocated to this target is £486,112.

#### **Notes**

The Skills for Life accreditation is Entry 3, level 1 and level 2 for improvement of literacy, numeracy and language skills of adults aged 16-60 years.

## **REWARD ELEMENT TEMPLATE**

Reward Element – Target RE02/EE04a

### **Supporting people move into full time employment from Incapacity Benefit through the ‘Back to Work’ initiative**

#### **Indicator by which performance will be measured**

The number of people helped by Calderdale's 'Back to Work' initiative into sustained employment (16 hours per week or more for 13 consecutive weeks or more) from Incapacity Benefit\* in accordance with Jobcentre Plus criteria.

\* Incapacity benefit, Severe Disablement Allowance, Income Support (on the basis on incapacity) National Insurance credit (on the basis on incapacity) or other health related worklessness benefits paid for six months or more which are introduced as replacements for any existing benefits as a result of the Welfare Reforms Act.

#### **Current performance (Year ending 31 March 2006)**

0 as this is a new initiative

#### **Performance at the end of the period of the Local Area Agreement (Cumulative total for the three years ending 31 March 2010)**

#### **Performance expected *without* the Reward Element**

0

#### **Performance target *with* the Reward Element**

90

#### **Enhancement in performance with the Reward Element**

90 people moving into sustained employment from Incapacity Benefit

#### **Allocation of Performance Reward Grant**

The PRG to be allocated to this target is £486,112.

#### **Notes**

The ‘Back to Work’ initiative is a programme of supported activity that will work with individuals who have substantial barriers, such as significant mental ill health issues or long-term ill health or disability problems, to enable transition back into the local workforce.

People starting work on or before 31 March 2010 can be counted for the purposes of this target if they are still in employment 13 weeks later. Those starting on or after 1 April 2010 cannot be counted. A person may only be counted once for the purposes of this target.

## **REWARD ELEMENT TEMPLATE**

**Reward Element – Target** RE03/EE07

### **Attainment of young people aged 19**

#### **Indicators by which performance will be measured**

- a) The total average point score per student at GCE/VCE for young people aged 19.  
Source of Data: Data has been taken from DfES Performance tables
- b) The percentage of young people gaining national level 2 qualification by the age of 19.  
Source of data: Connexions West Yorkshire

#### **Current performance (Academic year ended summer 2006)**

- a) 701
- b) 66.8%.

#### **Performance at the end of the period of the Local Area Agreement (Academic year ending summer 2009)**

#### **Performance expected *without* the Reward Element**

- a) 740
- b) 69%

#### **Performance target *with* the Reward Element**

- a) 760
- b) 71%

#### **Enhancement in performance with the Reward Element**

- a) An increase of 20 points in the average point score per student at GCE/VCE for young people aged 19
- b) A 2 percentage points increase in young people gaining national level 2 qualification by the age of 19

#### **Allocation of Performance Reward Grant**

£486,112 to be divided equally between both indicators

## **REWARD ELEMENT TEMPLATE**

**Reward Element – Target RE04/EE13a**

### **Improving the survival rates of businesses that start-up in Calderdale**

**Indicator by which performance will be measured**

The percentage of businesses that start-up in Calderdale that are active after one year, as measured by Business Link information system.

**Current performance (Year ending 31 March 2006)**

85% (for reference, this equates to 256 total start-ups)

**Performance at the end of the period of the Local Area Agreement (Year ending 31 March 2010)**

**Performance expected *without* the Reward Element**

85% of new businesses surviving up to 1 year

**Performance target *with* the Reward Element**

91%

**Enhancement in performance with the Reward Element**

6% point increase in new businesses surviving at least 1 year

**Allocation of Performance Reward Grant**

The PRG to be allocated to this target is £486,112.

**Notes**

Business start-ups occurring up to and including the end date of the agreement 31 March 2010 can be included in the total, and as such the tracking of these businesses will run to 31 March 2011.

## **REWARD ELEMENT TEMPLATE**

Reward Element – Target RE05/EV06

### **Achieving enhanced CO<sub>2</sub> emission reductions from the Council's operational buildings fleets, street-lighting, and schools**

#### **Indicator by which performance will be measured**

The amount of CO<sub>2</sub> (Carbon Dioxide) emissions (in thousands of tonnes) from Calderdale Council operations buildings\*, as measured by management information systems recording resource consumption (energy usage, transport fuel usage etc)

\*Local Authority controlled schools

#### **Current performance (year ending 31 March 2004)**

45.70 ktonnes

#### **Performance at the end of the period of the Local Area Agreement (year ending 31 March 2010)**

#### **Performance expected *without* the Reward Element**

43.64 ktonnes

#### **Performance target *with* the Reward Element**

42.00 ktonnes

#### **Enhancement in performance with the Reward Element**

A reduction of 1.64 ktonnes

#### **Allocation of Performance Reward Grant**

The PRG to be allocated to this target is £243,056. RE05 is half a Reward Element Target.

## **REWARD ELEMENT TEMPLATE**

**Reward Element – Target RE06/EV08a**

### **Increase recycling of municipal waste**

**Indicator by which performance will be measured**

The tonnage of municipal waste recycled or composted (as measured by BVPI 82a and b)

**Current performance (Year ending 31 March 2006)**

17,716 tonnes

**Performance at the end of the period of the Local Area Agreement (Year ending 31 March 2010)**

**Performance expected *without* the Reward Element**

22,648 tonnes

**Performance target *with* the Reward Element**

27,177 tonnes

**Enhancement in performance with the Reward Element**

4,529 tonnes increase in recycling

**Allocation of Performance Reward Grant**

The PRG to be allocated to this target is £486,112.

## REWARD ELEMENT TEMPLATE

Reward Element – Target RE07/EV11

### Improved access to affordable rural housing in Calderdale

#### Indicator by which performance will be measured

Number of households becoming owners/leaseholders of Low Cost Home Ownership (LCHO) units in rural areas (see definition below), excluding those households who will benefit from delivery of LCHO units in rural areas agreed through the National Affordable Housing Programme (NAHP) and Section 106 (S106) agreements already signed or to be agreed by 31 March 2007 or shortly thereafter

#### Current performance (year ending 31 March 2006)

0

#### Performance at the end of the period of the Local Area Agreement (three year cumulative for 2007/2008, 2008/2009 and 2009/2010, ending 31 March 2010)

#### Performance expected *without* the Reward Element

0 households

#### Performance target *with* the Reward Element

35 households

#### Enhancement in performance with the Reward Element

An improvement of 35 households

#### Allocation of Performance Reward Grant

The PRG to be allocated to this target is £486,112.

#### Delivery

Low Cost Home Ownership (LCHO) units are defined as homes sold on a shared ownership, shared equity or a discounted sale basis and where the selling price has been determined to be affordable in relation to local incomes. LCHO homes are those where provision is made in the conveyance/lease to ensure that the property remains affordable on resale, or if the owner is able to 'staircase' to full ownership then the receipt generated is recycled for alternative affordable housing provision. This definition is consistent with that in PPS3.

For the purposes of the stretch target, delivery of an LCHO unit will be taken as the date on which a household legally becomes the owner/leaseholder of a completed unit of accommodation. The information will be taken from RSL records.

The definition of a rural area for the purposes of this stretch target is all areas of Calderdale other than those designated as "urban > 10k" in the DEFRA Rural-Urban classification 2004 but with the inclusion of the area classified as urban in Todmorden.

## REWARD ELEMENT TEMPLATE

Reward Element – Target RE08 / SSC05

### **Reducing alcohol related harm by increasing the number of hazardous, harmful and dependent drinkers who will be screened and receive brief interventions.**

#### **Indicator by which performance will be measured**

The number of hazardous, harmful and dependent drinkers\* who receive brief interventions\*\*, as measured by data from the Substance Misuse Triage Service.

#### **Current performance (year ending 31 March 2006)**

299 people in receipt of brief interventions

#### **Performance at the end of the period of the Local Area Agreement (three year cumulative for 2007/2008, 2008/2009 and 2009/2010 ending year ending 31 March 2010)**

#### **Performance expected *without* the Reward Element**

1200 people in receipt of brief interventions

#### **Performance target *with* the Reward Element**

2350 people in receipt of brief interventions

#### **Enhancement in performance with the Reward Element**

1150 people in receipt of brief interventions

#### **Allocation of Performance Reward Grant**

The PRG to be allocated to this target is £486,112.

#### **Notes**

\* As defined in the DH “Alcohol Misuse Interventions Guidance on developing a local programme of improvement” which has 3 categories:

- hazardous drinking: people drinking above recognised sensible levels but not yet experiencing harm
- harmful drinking: people drinking above sensible levels and experiencing harm
- alcohol dependence: people drinking above sensible levels and experiencing harm and symptoms of alcohol dependence

\*\* A brief intervention has been defined as having 5 essential steps:

1. assessment of drinking behaviour and feedback
2. negotiation and agreement of goal for reducing alcohol use
3. familiarisation of patient with behaviour modification techniques
4. reinforcement with self help materials
5. follow-up telephone support or further visits

Continued overleaf

**Counting Note**

A person can be counted more than once for the purposes of this target if they receive a brief intervention 12 months following completion of their last intervention if a Health professional identifies a relapse requiring further treatment.

## REWARD ELEMENT TEMPLATE

Reward Element – Target RE09 /SSC22

### **Reduce levels of re-offending<sup>32</sup> by increasing the number of those involved in criminal justice interventions<sup>33</sup> provided with suitable and settled accommodation<sup>34</sup>**

*In LAA terms, this equates to the overarching theme – Reducing re-offending (through addressing the housing and support needs of offenders).*

#### **Indicator by which performance will be measured**

The number of those involved in criminal justice interventions\*, assisted to secure and sustain accommodation for at least six months.

\* This being those released from prison, those found guilty by the court but not sent to prison or secure establishment (who are homeless or insecurely housed) and those who have been released from prison within the last 12 months who find themselves to be homeless<sup>35</sup>.

#### **Current performance (Year ending 31 March 2006)**

54

#### **Performance at the end of the period of the Local Area Agreement (Cumulative total for the three years ending 31 March 2010)**

#### **Performance expected *without* the Reward Element**

175

#### **Performance target *with* the Reward Element**

202

#### **Enhancement in performance with the Reward Element**

27 additional persons assisted to secure and sustain accommodation for at least six months.

#### **Allocation of Performance Reward Grant**

The PRG to be allocated to this target is £486,112.

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<sup>32</sup> Measure used to show performance will be LAA targets SSC01a and SSC04

<sup>33</sup> This would include Priority and Other Prolific Offenders (PPO's); Probation clients; Drug Intervention Programme (DIP) clients; Youth Offending Team (YOT) clients; and other offenders on licence/orders

<sup>34</sup> Defined as a tenancy sustained for at least six months

<sup>35</sup> Defined as both unintentionally and intentionally homeless under homelessness legislation

## REWARD ELEMENT TEMPLATE

Reward Element – Target RE10/HC02

### Smoking quitters

Reduce premature mortality rates and reduce inequalities in premature mortality rates between wards/neighbourhoods with a particular focus on reducing the risk factors for heart disease, stroke and related diseases (CVD) (smoking, diet and physical activity)

#### Indicator by which performance will be measured

The number of people in Calderdale who attend NHS Stop Smoking Services who had set a quit date and who are still not smoking at 4 weeks using Department of Health monitoring forms for number of 4-week quitters, validated using carbon monoxide expired air measurement. This is undertaken by accredited stop smoking advisers.

#### Current performance (Year ending 31 March 2006)

1085

**Performance at the end of the period of the Local Area Agreement (three year cumulative for 2007/2008, 2008/2009 and 2009/2010 ending year ending 31 March 2010)**

#### Performance expected *without* the Reward Element

3300

#### Performance target *with* the Reward Element

4100

#### Enhancement in performance with the Reward Element

An additional 800 4-week quitters

#### Allocation of Performance Reward Grant

The PRG to be allocated to this target is £486,112.

#### Counting Notes

A person **can** be counted more than once for the purposes of this target if they make another quit attempt in a different quarterly period (quarters run on the financial year April to June, July to September, October to December and January to March). There is no upper limit to the number of times a person can be counted for the purposes of this indicator as long as each attempt is in a different quarter.

For the purposes of this target, people can be counted as quitters if they cease smoking up to and including 31 March 2010 if they are not smoking four weeks later.

## REWARD ELEMENT TEMPLATE

Reward Element – Target RE11/HC04

### **Weight management / Reducing obesity**

Reduce premature mortality rates and reduce inequalities in premature mortality rates between wards/neighbourhoods with a particular focus on reducing the risk factors for heart disease, stroke and related diseases (CVD) (smoking, diet and physical activity)

#### **Indicator by which performance will be measured**

Number of recorded overweight and obese (BMI>25 aged 15-74) individuals losing 5% or more body weight through a personalised weight management programme on completion and to have sustained or improved this at 12 weeks as measured and recorded by trained and Open College Network accredited health and community staff. Reported through an auditable Calderdale PCT-led and managed monitoring and recording system and database.

#### **Current performance (Year ending 31 March 2006)**

190 individuals

#### **Performance at the end of the period of the Local Area Agreement**

Three year cumulative for 2007/2008, 2008/2009 and 2009/2010 ending year ending 31 March 2010

#### **Performance expected *without* the Reward Element**

900 individuals

#### **Performance target *with* the Reward Element**

1850 individuals

#### **Enhancement in performance with the Reward Element**

Additional 950 people supported to lose 5% body weight

#### **Allocation of Performance Reward Grant**

The PRG to be allocated to this target is £486,112.

#### **Counting notes**

For the purposes of this target, people can be counted as successful if they lose at least 5% of their body weight on or before 31 March 2010 if they have sustained or improved this 12 weeks later. Those losing weight on or after 1 April 2010 cannot be counted for the purposes of this target.

AND - A person cannot be counted more than once for the purposes of this target.

## REWARD ELEMENT TEMPLATE

Reward Element – Target RE12/OP01

### Emergency Unscheduled Bed Days

#### Indicator by which performance will be measured

Number of emergency unscheduled acute and community hospital bed days (defined in the Department of Health guidance for Local Delivery Plans 2005-2008\*) occupied by a person aged 65 or more\*\* in NHS hospitals in Calderdale.

#### Current performance (Year ending 31 March 2006)

93,092

#### Performance at the end of the period of the Local Area Agreement (year ending 31 March 2010)

#### Performance expected *without* the Reward Element

92,161

#### Performance target *with* the Reward Element

89,983

#### Enhancement in performance with the Reward Element

A reduction of 2,178 emergency unscheduled acute hospital bed days

#### Allocation of Performance Reward Grant

The PRG to be allocated to this target is £486,112.

#### Notes

\* In-year bed-days of Finished Consultant Episodes (FCEs) where the admission method is reported as emergency (HES field admimeth, codes 21, 22, 23, 24, 28) and where in-year bed days are defined as the difference between the date at the end of the episode and the date at the start of the episode, or 1st April of the data year (whichever is later). Data is on a commissioner basis.

- **Exclusions** : The target excludes emergency bed-days with the following primary diagnosis and external cause codes:
- **Primary diagnosis codes** : A00-B99, relating to infectious and viral diseases.
- **External cause codes** : V01-V99, relating to vehicular accidents

\*\* To count in this target, a person aged 75 or more must be registered with a GP in the Calderdale PCT area.

In the absence of information to allocate patients to their responsible GP, and therefore PCT, the patient's postcode is used to allocate patient to PCTs.

## REWARD ELEMENT TEMPLATE

Reward Element – Target RE13/OP08

### Increasing Choice and Control – Direct Payments

#### Indicator by which performance will be measured

The number of adults and older people (aged 18 or over)\*, receiving direct payments, expressed per 100,000 population aged 18 or over, as measured by PAF C51

\* Adults and older people receiving direct payments at 31 March per 100,000 population aged 18 or over (age standardised). This is a weighted average of four indicators which are calculated separately. The weight for each indicator is the percentage of the population of England aged 18 and over that falls into the relevant age group (this achieves the age standardisation).

#### *The numerators*

*Adults and older people receiving direct payments at 31 March (1) aged 18-64 (2) aged 65-74 (3) aged 75-84 (4) aged 85 or over.*

*Source: RAP Table P2s (1) Page 2 line 11 (Total of above) column 1 (2) Page 4 line 11 (Total of above) column 1 (3) Page 7 box 1 (4) Page 7 box 2.*

#### *The denominator*

*Population aged (1) 18-64 (2) 65-74 (3) 75-84 (4) 85 or over.*

*Source: ONS Mid-year estimate for 30 June.*

#### **Current performance (year ending 31 March 2006)**

62 per 100,000 population

#### **Performance at the end of the period of the Local Area Agreement (year ending 31 March 2010)**

#### **Performance expected *without* the Reward Element**

110 per 100,000 population

#### **Performance target *with* the Reward Element**

150 per 100,000 population

#### **Enhancement in performance with the Reward Element**

An increase of 40 per 100,000 population

#### **Allocation of Performance Reward Grant**

RE13 is a half a Reward Element target. The PRG to be allocated to this target is £243,056.

## REWARD ELEMENT TEMPLATE

Reward Element – Target RE14/OP10

### **The number of vulnerable households that have affordable warmth measures installed each year**

#### **Indicator by which performance will be measured**

The number of vulnerable households that have affordable warmth measures installed each year

#### **Current performance (Year ending 31 March 2006)**

1932

#### **Performance at the end of the period of the Local Area Agreement (Cumulative total for the three years ending 31 March 2010)**

#### **Performance expected *without* the Reward Element**

6600

#### **Performance target *with* the Reward Element**

7500

#### **Enhancement in performance with the Reward Element**

900 additional vulnerable households with affordable warmth measures installed

#### **Allocation of Performance Reward Grant**

The PRG to be allocated to this target is £486,112.

#### **Notes**

- \* Vulnerable Households  
Vulnerable households in this case will be those households eligible for the affordable warmth measures listed within the business plan. i.e. For most assistance, -anyone over the age of 60, in receipt of a means tested benefit and needing insulation and/or controllable heating. There is also limited assistance for those under the age of 60 and in receipt of a means tested or disability benefit or those over 60 not in receipt of benefits but with little or no insulation.
  
- \*\* Affordable Warmth Measures  
For the purposes of monitoring, the number of vulnerable households that have affordable warmth measures installed each year will include those that have had more interventions than just advice and low energy light bulbs offered. Households eligible for affordable warmth measures include owner-occupiers and private tenants.

Continued overleaf

The estimated numbers of affordable warmth measures are based on recent Warmfront installations as follows

<b>Affordable warmth measure</b>	<b>2007/8</b>	<b>2008/9</b>	<b>2009/10</b>
Draught proofing	144	150	156
Loft insulation	360	375	390
Cylinder jackets	48	50	52
Cavity wall insulation	408	425	442
Full central heating	984	1025	1066
Other heating	360	375	390
Other measures	96	100	104
<b>Total</b>	<b>2400</b>	<b>2500</b>	<b>2600</b>

Each of these households will receive advice and low energy light bulbs and in addition one or more of the above measures. Other measures could include new insulated cylinder jackets, solar panels, micro-generation etc. This can only be an estimate of the proportions, as it will depend on the household circumstances that come forward for assistance.