

CALDERDALE LOCAL AREA AGREEMENT

Interpretation

1. "LAA" means those outcomes, indicators, targets, enhanced targets, enabling measures, funding streams and reward element, as are identified in the attached document, together with the statement of involvement of the Voluntary and Community Sector and local people in the design of the those outcomes and targets and the delivery of those outcomes;

"Council" means; Borough of Calderdale

"Partnership" means; Calderdale Forward

"Government Office" means; Government Office for Yorkshire & the Humber

"Funding streams" means grant funding streams which HM Government has agreed to pool "pooled funding"; and funding which the Partnership has decided to include as part of the LAA "aligned funding".

Purpose

2. The Council, the Partnership and HM Government have made this LAA with the intention of further improving the services to local people in Calderdale.

Agreement

3. The LAA sets out the funding streams and agreed enabling measures for the Partnership in order for it to deliver the outcomes set out in the LAA. The LAA may also set out outstanding enabling measure requests, that is those which have not been agreed, or refused. If business cases are produced, HM Government will consider these, in line with the agreed enabling measures process.
4. The Council shall be the accountable body for any pooled funding paid by HM Government in connection with the LAA. Funding stream amounts set out in the LAA may be indicative and subject to confirmation.
5. The Partnership will endeavour to deliver the outcomes set out in the LAA.
6. The Government Office will work with the Council and Partnership to monitor progress in achieving the targets and agree with them measures for addressing underperformance through six monthly performance reviews, as set out in the document "Local Area Agreements Guidance for Round 3 and refresh of Rounds 1 and 2" published by the Office of the Deputy Prime Minister [now Department for Communities and Local Government] dated 31 March 2006 as amended.

Reward Element

7. The LAA contains a Reward Element (formerly known as Local Public Service Agreement) setting out a number of “stretched” performance targets.
8. HM Government will determine to pay a performance reward grant to the Council if the Partnership achieves the enhanced targets specified in the Reward Element, on condition that the Council provides audited information confirming the extent of improvement in performance relative to the targets set out in the Reward Element Annex of the LAA.

Total Potential Grant

9. The total potential grant is equivalent to 2.5% of:
 - (a) the council’s net budget requirement (including Dedicated Schools Grants) for the financial year beginning on 1 April 2006, calculated in accordance with sections 52W and 52X of the Local Government Finance Act 1992; plus
 - (b) the net budget requirement of any district council for that financial year which is part of the Partnership, calculated in accordance with those provisions.

The net budget requirement figure was £252,778,376
The total potential reward grant is therefore £6,319,459

The reward for achievement of a target

10. The proportion of the potential grant attributed to a target or sub-target that is payable is the same as the proportion of the enhancement in performance which is achieved by reference to the enhanced targets set out in the Reward Element Annex of the LAA, subject to a maximum proportion of 100% and a minimum of 60%. If the Partnership achieves less than 60% of the enhancement in performance, nothing is included in the grant payable in relation to that target or sub-target.

Payment of the reward grant

11. The grant will be paid in two equal instalments, half in the first financial year beginning on 1 April 2010 and half in the financial year beginning on 1 April 2011.
12. Half of each instalment of grant will be paid as a capital grant and half as a revenue grant.

Duration

13. This Agreement covers the period 1 April 2007 to 31 March 2010. The outcomes and targets, (but not enhanced targets), set out in the LAA for each financial year may be amended, by agreement between the Partnership and HM Government, before the start of the financial year to which the amendments relate.


Not legally binding

14. The Agreement is entered into in good faith, but it is expressly recognised that it is not legally binding on the Council, the Partnership or HM Government.

Signed on this the 29 March 2007:

For Borough of Calderdale

For Her Majesty's Government



.....
Councillor Ann McAllister
Leader, Calderdale Borough Council.

.....
Secretary of State for Communities and
Local Government

For Calderdale Forward



.....
Ian C Levitt
Chief Superintendent
Divisional Commander
West Yorkshire Police
Calderdale Division

Calderdale Local Area Agreement

Final @ 29 March 2007

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1 Local Area Agreement

1.1 Calderdale's approach to developing our Local Area Agreement

- 1.1.1 The Local Area Agreement is being embraced as an opportunity for our partners and people of Calderdale, to make Calderdale the place they want it to be. There is strong commitment to the LAA process, and a belief that it will help to strengthen partnership working to deliver better outcomes for local people.
- 1.1.2 Through the LAA process we recognise we have an opportunity for the partners of Calderdale to come together to prepare Calderdale for the future in a way that protects the very best of our Borough, and improves the quality of life for everyone. There is a shared understanding that the public, private and voluntary sectors must work together to provide joint solutions to often complex local needs. Joint working is nothing new in Calderdale. Strong partnerships in the areas of community safety and children's services pre-exist the LAA.
- 1.1.3 Our approach to the development of our LAA very much reflects our partnership approach. Partner Theme Leads have led the development of LAA outcomes against the themes in our community strategy – the Calderdale Futures Plan. Through this process there has been widespread involvement of key stakeholders across Calderdale. We also commissioned Shared Intelligence to provide us with challenge and a national perspective on where we are now and areas for further development.

1.2 Involvement of the Voluntary and Community Sector

- 1.2.1 A key element in the development of this LAA has been the role of the voluntary and community sector (VCS). This has taken effect through three linked aspects:
 - VCS representation both at strategic level in the LSP and through key partnerships, including LSP support of the Calderdale Compact;
 - VCS involvement and participation in discussions at theme level on outcomes, indicators and targets to inform the LAA;
 - The commissioning of work by the LSP from the Calderdale Community Forum to bring forward a report containing proposals and options for the effective engagement of the VCS in the development and implementation of the LAA.
- 1.2.2 The Calderdale Community Forum report was received by the Calderdale Forward board at its meeting on 11th October 2006 and has contributed to the production of a Statement of Voluntary and Community Sector Involvement (included at Appendix A).

1.3 Taking forward the Futures Plan through the LAA

1.3.1 Our starting point was the development of our rolled forward Futures Plan, which gives a renewed strategic focus to the key outcomes we want to achieve. These outcomes came out of five months of detailed consultation with key stakeholders across Calderdale and are represented at the strategic level through the six Futures Plan themes, which we have chosen to progress through the LAA. This reflects the local importance that we place on the Environment and our belief that Older People should be a strategic theme in its own right due to the demographic changes that will affect Calderdale in the future and the commitment to develop a more holistic approach to Older People. Our LAA also represents a strong commitment amongst partners to deliver on the Futures Plan's aim of delivering improvements among the most deprived areas and groups within the District.

1.3.2 Through the development and implementation of the LAA we see an opportunity for the partners of Calderdale to work together to safeguard Calderdale's future, enhance economic prosperity and narrow the gap. By using this approach to the articulation of our vision, we are beginning to see a shift from our previous generic approach to a more distinctive (Calderdale) approach to improving outcomes for Local People. Three main areas for improvement have been identified:

- **Safeguarding Calderdale's future** – achieving our commitment to wanting to protect and improve Calderdale for the next generation, and for those that follow is crucial. We must focus on ensuring that we can manage the impact of changes in the Global/Regional economy and guarantee that the very thing that makes Calderdale attractive as a place to live and work, its Environment, is not harmed for the long term by the actions we take today and in the near future;
- **Fostering economic prosperity** – central to this ambition is the need to be economically diverse and recognise and support the different needs of local communities. We are also clear that we must realise the potential of our connections within the sub region and with the City Regions of Leeds and Manchester;
- **Narrowing the gap** – this agenda is now being taken on board on a shared partnership platform and through Narrowing the Gap, we want to ensure that Calderdale is a place where people from different backgrounds can get on well together and we celebrate **Everyone Different: Everyone Matters.**

1.3.3 We can only achieve our ambitions for Calderdale by working together to improve the quality of life for everyone in Calderdale. The LAA is already providing a steer and a mechanism to address the need to safeguard Calderdale's future at a strategic level and mainstream environmental issues. We see our development of a separate Environment block as important in highlighting and progressing issues that will impact on Calderdale's environment.

1.3.4 Encouraging and supporting economic prosperity, and making the most of our connections with the rest of West Yorkshire and with the 'City Regions' of

Leeds and Manchester, is key to achieving our ambitions for Calderdale. The City Region Development Plan and Northern Way Growth Strategy will have a profound impact on Calderdale. Issues such as transport (improving rail links and providing integrated transport), rural life (linking rural and urban settlements) and community cohesion will all be examined.

- 1.3.5 Partners in Calderdale are all committed to improving the quality of life for all residents, narrowing the gap between prosperous and disadvantaged communities and individuals. Work will focus on reducing long-term unemployment, meeting skills and training needs, developing cohesion and the Respect agenda, tackling crime and drug use and narrowing health inequalities - particularly in areas of preventable disease like diabetes.

1.4 Equality of Outcome

- 1.4.1 Achieving equality of outcome for people across Calderdale underpins our LAA and is explicitly expressed in terms of the proposed narrowing the gap outcomes and indicators. The Council and its partners are committed to making measurable improvements in the quality of life of people living and working across Calderdale and meeting equality and diversity responsibilities.
- 1.4.2 Promoting diversity and community cohesion cuts across the LAA, supported by Calderdale's Community Cohesion Strategy which recognises that the future of the district depends on maintaining and building on good relationships between our diverse communities. We also recognise the key contribution that delivering the outcomes set out in the Safer and Stronger Communities theme will make towards a Calderdale where **Everyone Different: Everyone Matters**.
- 1.4.3 Where evidence shows gaps across communities in Calderdale narrowing the gap targets have been identified. We will also be working in year one to analyse and disaggregate current data in order to identify further gaps.
- 1.4.4 Neighbourhood Element funding is being used to build upon highly regarded Neighbourhood Management arrangements in Ovenden and put these in place in Park and Mixenden wards.

1.5 Our Approach to Narrowing the Gap

- 1.5.1 Bringing about a measurable narrowing of the gap between the deprived and the better off parts of the District is a key aim of Calderdale's Futures Plan. The LAA carries through this commitment and identifies where the outcomes can be supported through identifying and achieving specific narrowing the gap targets. In a number of areas, where achieving more general outcomes is the objective, a focus on activities directed at particular groups, or parts of the District, is highlighted. These serve both to maximise the impact of activities and to narrow the gap on specific issues.
- 1.5.2 Generally our approach has been to look at narrowing the gap in those areas where deprivation is at its worst. These are primarily those parts of the District that fall into the 20% most deprived and areas in receipt of Neighbourhood Element funding. However, we have also adopted a flexible

approach to narrowing the gap that recognises inequality is not just an issue to be addressed within the 20% most deprived parts of the District. It also exists outside these geographical areas and between different groups in the population

1.6 Our approach to developing stretched targets

1.6.1 At the Calderdale Forward Board meeting of 6th September 2006 the board agreed that the following six principles would be applied to proposals for stretched targets:

- This is a priority and why
- It will deliver a clearly identified gain
- There is clarity about delivery, it can be monitored and reflects a holistic approach
- It adds value over and above the LAA and more than one partner is involved
- It is “owned” by the right people
- There is a level of control so that the outcomes can be influenced by partners

Business cases have been prepared to support how proposals meet these principles.

1.7 Enabling Measures

1.7.1 Calderdale recognises the importance of enabling measures and has been reviewing the experiences of others to date. At this stage we have felt it more appropriate to focus on what we want to achieve and identify any issues that could be addressed through enabling measures as part of the implementation process and in subsequent refreshes.

1.8 Funding Streams

1.8.1 We see mainstream funding as central to the sustainable delivery of our LAA outcomes. As a starting point we have felt it important to have a clear understanding of what we want to achieve and avoid getting sidelined in detailed budget negotiations. The identification of mainstream funding is central to the development of plans to deliver the LAA and we will look to the development of pooling and alignment of budgets during year one of our LAA.

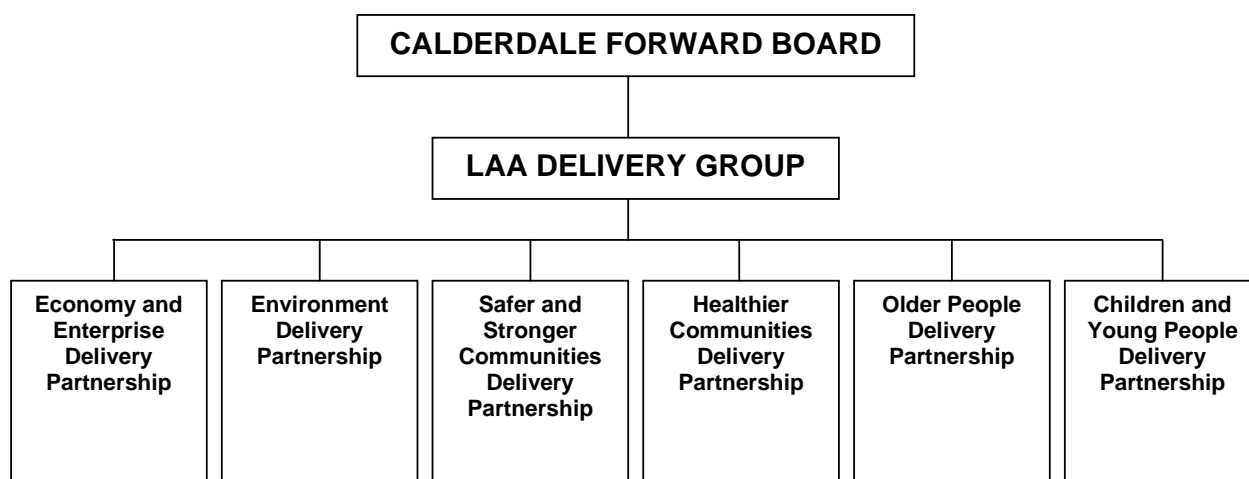
1.8.2 By comparison to many other authorities, the funding streams that can be pooled centrally are limited in Calderdale. We have identified and aligned the budgets concerned and are now looking at how these are allocated and accounted for and assessing any additional reporting requirements are addressed. We will also be linking the six monthly performance reports to spend.

1.9 Use of Pump Priming Grant (PPG) & Performance Reward Grant (PRG)

1.9.1 Our 2003-2006 Local Public Service Agreement provided Calderdale with an opportunity to work closely with our partners on innovative and challenging areas for improvement. Pump priming grant was used to kick start a range of initiatives that helped contribute to improved outcomes. Partners were directly involved in the negotiation of targets and directly involved in the achievement of targets; a share of PRG is to be received. This is an approach we are committed to progressing through the LAA. We are already using the knowledge and lessons learned from that process to inform LAA arrangements. At this stage partners have identified overall funding requirements and will be seeking a contribution of pump priming grant and mainstream funding to meet these overall costs.

1.10 Governance

1.10.1 Calderdale's LAA has been viewed by partners as an excellent opportunity to progress effective partnership working at a delivery level. We have recognised that partnership arrangements have been at different stages of development, and that we need structures that are fit for the purpose of delivering the Local Area Agreement. To progress this, Calderdale Forward considered proposals to reconfigure the current LSP structure at its board meetings on 12th July, 11th October and 29th November 2006. At its meeting of 29th November, the board agreed the following governance arrangements:



1.10.2 Membership and the allocation of places to the new board were agreed at the board meeting of 17th January 2007. The Delivery Group held its first meeting on 31st January 2007 and agreed to meet monthly until the first mid year review. The following core tasks for each of the thematic delivery partnerships were also agreed at the Calderdale Forward Board Meeting in January:

- Prepare and ensure the implementation of a delivery plan for its theme of the LAA

- Identify the resources required to deliver the outcomes in the delivery plan and secure their provision
- Secure the commitment from all contributors to the delivery of the outcomes in the theme of the LAA
- Ensure that the actions in the action plan are implemented and milestones and outcomes achieved
- Ensure that effective linkages are made between different themes and theme groups and provide the necessary support to deliver outcomes in other themes
- Maintain a strategic overview of plans, legislation issues and activities that affect delivery of the outcomes in their Futures Plan and Local Area Agreement theme
- Ensure that arrangements are in place to monitor the impact of plans and strategies that support the Futures Plan and the LAA.
- Report on performance to the Calderdale Forward Delivery Group

A partnership agreement, which sets out the roles and responsibilities of each level and the specific responsibilities of partners, is currently under development for approval by the first meeting of the new LSP Board in April 2007.

1.11 Performance Management

- 1.11.1 We recognise that agreeing what we want to achieve through the LAA is only the first step towards delivering improved outcomes for the people of Calderdale and particularly those in disadvantaged communities. Performance management arrangements will be key to ensuring that we measure progress against targets and identify where intervention is required to address areas of concern.
- 1.11.2 Where joint action plans do not already exist, these are being developed for the period 1 April 2007 – 31 March 2010.
- 1.11.3 Previous LSP performance management arrangements focus on the achievement of targets within the Futures Plan. As appropriate to a high level strategic plan this has been monitored on an annual basis, underpinned by more detailed partner performance management arrangements. We recognise that to guarantee delivery of the LAA we need robust and consistent arrangements across partnerships.
- 1.11.4 Meetings and a workshop have taken place to progress performance management arrangements with the identified performance management leads of partner organisations. Partners have recognised the need to have a common performance management system, which is being progressed by building on the Council's strong performance management arrangements already in place, recognised by the score of 3 in the Council's Corporate Assessment. This will include a software system, which will provide integrated information storing, reporting and access to LAA partners.
- 1.11.5 The delivery group will co-ordinate and performance manage the delivery of the LAA and hold the Thematic Delivery Partnerships to account. Thematic

Delivery Partnerships will focus on delivery of their outcomes in the Futures Plan and Local Area Agreement. The board will endorse the LAA and annual refresh, monitor progress against Future Plan outcomes and hold the Delivery Group to account.

1.12 Managing the risk

1.12.1 As part of the LAA process we are identifying the risks associated with the delivery of the LAA and deciding, as a partnership, how those risks are best managed and by whom. As a starting point the Delivery Group has considered risks attached to the LAA, and discussions are taking place with Thematic Leads on the best way to take this work forward to support the successful delivery of the LAA. We are also looking into best practice elsewhere with a view to aligning risks to action plans.

1.13 Calderdale's LAA – where we are now

1.13.1 We have made considerable progress in a short time period and partners and key stakeholders have shown real commitment, enthusiasm and support to the process. Where we currently have no baseline data against indicators partners have identified when and how this will be collected.

1.13.2 We have always recognised that the partnerships we need to support the development and delivery of our LAA are at different stages of development. For example, these are much more developed for Children and Young People and Safer and Stronger Communities, less so for Healthier Communities and Older People, and much less so for Economy and Enterprise and Environment. The LAA process is already helping build stronger and more effective partnerships and we see this developing further as the LAA progresses from development to implementation.

1.14 Calderdale's LAA – where we want to be

1.14.1 We are determined to build upon the commitment and support demonstrated across LSP partners to the development of our LAA and translate this into the delivery of improved outcomes for local people.

Themes

2 Economy and Enterprise

- 2.1 Calderdale has a strategic location between the fast developing conurbations of West Yorkshire and Greater Manchester and aims to secure growth that benefits all sections of the population and is environmentally sustainable.
- 2.2 The nature of the local economy is rapidly evolving as the district continues its transition from a traditional industry base to an increasingly diverse economic structure. There is also a growing inter-relationship with Leeds and Manchester reflected in increasing journey to work movements each day into/out of the district. The West Yorkshire Strategic Economic Assessment indicates that economic growth has been modest in recent years although the district retains a strong basis for business. The Assessment identifies several competitive weaknesses in the economy and a need to move into the higher value added growth sectors as well as capitalise on the attractive rural nature of much of the district and the opportunities created by significant activity in the creative/digital sector.
- 2.3 The total level of employment in Calderdale has recovered strongly in the last decade but its impact has been uneven and there remain important issues to be addressed to ensure the full economic potential of residents is realised and businesses can prosper in the district. There is significant economic and social deprivation in some communities in Calderdale with 11% of residents living in areas within the 10% most deprived communities nationally. This is reflected in low incomes and high unemployment, including areas with concentrations of minority ethnic groups, and related problems in relation to health, skill levels, crime levels and poor living conditions. As stated in Section 1, an overarching theme of this LAA is to *Narrow the Gap* between those communities and the rest of the Borough and this must be founded on improving the economic prospects of disadvantaged residents and communities. This challenge will be addressed energetically by local partners including the voluntary and community sector which has a key role in the delivery and success of many initiatives engaging with residents who are most in need of support.
- 2.4 There are key weaknesses in Calderdale around the levels of skills and qualifications in the adult working population. Currently 30% of the working population do not hold a level 2 qualifications and only 23.5 % hold a level 4. For the economy to prosper and grow local businesses have identified needs around having a better-trained and skilled workforce, which is flexible, adaptable and growing in the knowledge industries. Local partners are working to create new and flexible delivery models that are appropriate for our small to medium businesses. Three priorities have been developed following extensive consultations amongst partners that are around getting people better equipped with skills for life, having skills to level 2 in the areas identified by businesses, and developing good career pathways to offer level 4 opportunities with links to University studies. These offer the greatest improved prospects for residents and the wider district economy. The launch of proposals in December 2006 to establish a University Centre Calderdale, in conjunction with Leeds Metropolitan University, is a significant step forward in realising these ambitions. Plans are rapidly advancing and a temporary base for the first course will be in operation in the spring of 2007.
- 2.5 In common with other areas, unemployment levels have fallen by around 50% in the last ten years, the claimant count being 2.9% in October 2006. The extent of worklessness is significantly greater than this and analysis for the Strategic Economic

Assessment shows that the numbers of Incapacity Benefit Claimants has remained stable in recent years, being particularly concentrated in those communities in the district with high levels of deprivation. Large numbers of people with health conditions and other disabilities in Calderdale would like a job. Wasting this potential is not only bad for the economy but also for those claiming Incapacity Benefit and on low incomes.

- 2.6 Assisting people back into employment is a priority of the Government and fulfils new legislation relating to public sector bodies leading by example in the employment of people returning to work from ill health, mental ill health or disability. It also supports priorities set within the Health and Inequalities strategy. Close partnership working is beginning to make inroads and partners are confident that its proposals will make a real impact on this situation.
- 2.7 Education attainment rates in the district have risen significantly in recent years and on several measures exceed national averages. However, despite improving performance at 16, as well as progression rates that reflect national averages and improved GCE/AVCE point scores, overall post-16 achievements, including work-based learning across the area, are below the national average. Partners therefore identify a priority as strengthening 13-19 pathways and improving the performance of 19 year olds at all levels. A collaborative 13-19 strategy has been developed based on a clear needs analysis to address the shortage of work-based training and related provision.
- 2.8 In terms of the *narrowing the gap theme*, partners wish to focus actions on the most deprived areas and ensure that the most vulnerable groups of young people are supported to make effective transition to adult life and, where possible, independent living. Our proposals seek to raise the proportion of these groups who are able to remain, or become engaged, in full-time education, training or employment.
- 2.9 Calderdale benefits from having the Leeds-Manchester train route linking all its major settlements and its access to the M62 motorway. However, there is an urgent need to address connectivity issues, both internally and in terms of external links. In particular, there is a need to address transport issues in a more strategic and coordinated way. The need to find land and premises for new employment remains a key issue if Calderdale is to develop a balanced and integrated city-regional role and avoid becoming a dormitory for Manchester and Leeds. This is a challenging issue due to topographical and infrastructure constraints.
- 2.10 Calderdale has experienced recent reductions in economic activity rates as a result of sectoral shifts in jobs in the district, although they were previously the highest in the sub-region. There is an ageing working population and a long-standing issue of out-migration of young adults. A priority will be to address this trend. Key in this respect is to improve higher education and retraining opportunities (discussed above), the support offered to small and medium enterprises and to enhance the conditions for business start-up and support.
- 2.11 In terms of opportunities, Calderdale has been successful in attracting inward investment, particularly in the financial and business services sector. It has also seen over recent years significant growth in the creative industries, particularly in the west of the Borough partly due to the proximity to Manchester, which has a recognised strength in this area. There is potential to take advantage of opportunities of the digital economy including broadband and new technologies.

- 2.12 The West Yorkshire Strategic Economic Assessment indicates that whilst business start-up rates in Calderdale are in line with the England average and are higher than the rest of the sub-region, three year business survival rates throughout the sub-region, including Calderdale, have been consistently below the regional and the national average and are 3% below the national average.
- 2.13 Partners are determined to improve on this position so that more businesses are able to grow and provide the new employment opportunities required in the district. Delivery will have regard to the Business Simplification Support Programme and be achieved by better co-ordination of the business support partnership in Calderdale, ensuring more early stage businesses are directly and promptly referred to the West Yorkshire Enterprise Partnership for support and guidance.
- 2.14 The district will also seek to build on other sectoral growth opportunities, tourism potential and digital/creative interests in the locality. For example, health, health care and social care are growing sectors in Calderdale. In developing this sector, there may be opportunities to develop closer links with the Leeds city-region in terms of the University of Leeds to be a centre for Professional Excellence for Health and Social Care. This needs further exploration. The development of the health and care sectors in Calderdale has been driven in part by the changing age profile of the region. This is also creating opportunities for smaller firms and social enterprises.
- 2.15 Calderdale benefits from a wealth of architectural and cultural heritage, as well as tremendous beauty in terms of its natural environment. This is a significant asset and the contribution of dynamic and vibrant town centres in sustaining the diverse communities of the district is an important aspect of the district's future economic well-being. There is a growing range of businesses supporting tourism in the district, which need to be supported to ensure they flourish. Local partners and communities are actively involved in the Urban and Rural Renaissance Programmes with Yorkshire Forward to develop this potential.
- 2.16 Partners believe that the priorities outlined above reflect the key issues that will determine the economic prospects of the district and the actions proposed will improve the economic well-being of its residents. The focus of the proposals will also bring about the greatest impact amongst the most disadvantaged groups and deprived communities of the district and thereby ensure more a more equitable distribution of the benefits of economic growth in Calderdale.

Block – Economy & Enterprise

Mandatory /Other outcomes	Mandatory / other indicators		Baselines 2006/7 (Unless otherwise stated)	Targets (including any stretch targets & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Increased skill levels amongst the district workforce to access quality employment		Improving Basic Skills					
	EE01 (RE01)	<p>Increase nos who have Skills for Life qualifications through Calderdale College delivery supported by strengthened partnership working</p> <p>*Entry 3, Level 1 and Level 2 for improvement of literacy, numeracy and language skills for adults aged 16 – 60 years,</p>	761 (Aug 2004 – July 2005)	<p>610 without stretch</p> <p>780 with stretch (milestone)</p>	<p>1220 without stretch (cumulative 2007/8 and 2008/9)</p> <p>1570 with stretch (milestone-cumulative 2007/8 and 2008/9)</p>	<p>1830 without stretch (cumulative 2007/8, 2008/9 and 2009/10)</p> <p>2370 with stretch (cumulative 2007/8, 2008/9 and 2009/10)</p> <p>Enhancement of 540 people achieving qualifications over 3 years</p>	Calderdale College
	EE02	Increase the number of adults aged 19 achieving a full Level 2 qualification through direct delivery by Calderdale College supported by strengthened partnership working	476 (2005/6)	620	665	681	Calderdale College

Block – Economy & Enterprise

Mandatory /Other outcomes	Mandatory / other indicators		Baselines 2006/7 (Unless otherwise stated)	Targets (including any stretch targets & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Increased skill levels amongst the district workforce to access quality employment		Improving higher level skills					
	EE03	Number of people achieving full Level 4 or above qualifications through the Leeds Metropolitan University Annex and other partners	0 (2006/7)	45	65	80	Calderdale College
Increasing employment for disadvantaged groups and workless	EE04a (RE02)	Number of people moving into full time employment ¹ (16 hr per week or more) from Incapacity Benefit	0 (2006/7)	0 without stretch 25 with stretch (milestone)	0 without stretch 55 with stretch (milestone-cumulative 2007/8 and 2008/9)	0 without stretch 90 with stretch (cumulative 07/8, 08/9 and 09/10) Enhancement of 90 people moving into full-time employment over 3 years	CMBC / Jobcentre Plus
	EE04b	Decrease the rate of sick and disabled benefit claimants and improve employment levels	9.2% (April 2006)	8.2%	7.7%	7.2%	Jobcentre Plus / CMBC

¹ EE04a: Full time employment is 16 hours per week or more for 13 consecutive weeks or more.

Block – Economy & Enterprise

Mandatory /Other outcomes	Mandatory / other indicators		Baselines 2006/7 (Unless otherwise stated)	Targets (including any stretch targets & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Increasing employment for disadvantaged groups and workless	EE05	Nos progressing towards full-time employment through starting Permitted work with CMBC	8 (2003-6 average)	10	10	10	CMBC
	EE06 NTG	Reduce the proportion of those who are unemployed in the district that are resident in the four wards with the highest unemployment rates.					Jobcentre Plus
			(Jul 06)				
	EE06a	Ovenden, Park, Town and Illingworth and Mixenden	46.5%	TBC Apr 07	TBC Apr 07	TBC Apr 07	
	EE06b	Illingworth and Mixenden	10.2%	TBC Apr 07	TBC Apr 07	TBC Apr 07	
	EE06c	Ovenden	11.3%	TBC Apr 07	TBC Apr 07	TBC Apr 07	
	EE06d	Park	14.6%	TBC Apr 07	TBC Apr 07	TBC Apr 07	
EE06e	Town	10.5%	TBC Apr 07	TBC Apr 07	TBC Apr 07		

Block – Economy & Enterprise

Mandatory /Other outcomes	Mandatory / other indicators		Baselines 2006/7 (Unless otherwise stated)	Targets (including any stretch targets & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Increase attainment levels of young people by age 19	EE07a (RE03a)	<p>Improving average attainment level for all young people</p> <p>The total average point score at GCE/VCE for young people aged 19</p>	701 (2005/6)	710 without stretch	722 without stretch	(Aug 2009) 740 without stretch 760 with stretch Enhancement of increase in APS of 20 in 2009/10	Calderdale 13-19 Strategy Group
	EE07b (RE03b)	<p>Improving level 2 skills Percentage of young people gaining national level 2 qualification by age 19</p>	66.8% (Summer 2006)	67% without stretch	68% without stretch	69% without stretch 71% with stretch Enhancement of 2% points increase in young people gaining national level 2 qualifications	Calderdale 13-19 Strategy Group

Block – Economy & Enterprise

Mandatory /Other outcomes	Mandatory / other indicators		Baselines 2006/7 (Unless otherwise stated)	Targets (including any stretch targets & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Increase attainment levels of young people by age 19	EE08 NTG	Indicator to measure education attainment relative to district average					Calderdale 13-19 Strategy Group
	EE08a NTG	In Ovenden Initiative neighbourhood management area (NMP)	TBC Dec 2007	TBC Dec 2007	TBC Dec 2007	TBC Dec 2007	
	EE08b NTG	In Mixenden Initiative neighbourhood management area (NE)	TBC Dec 2007	TBC Dec 2007	TBC Dec 2007	TBC Dec 2007	
	EE08c NTG	In Park Community Initiative neighbourhood management area (NE)	TBC Dec 2007	TBC Dec 2007	TBC Dec 2007	TBC Dec 2007	
	Continuation into full time education – Employment and Training						
	EE09	Mandatory where Connexions funding is received					Calderdale 13-19 Strategy Group
		Percentage of 16-18 year olds not in education, employment or training					
	EE09a	In Calderdale	8.7%	8.5%	8.1%	7.6%	
	EE09b NTG	In Ovenden Initiative neighbourhood management area (NMP)	TBC Sept 2007	TBC Oct 2007	TBC Oct 2007	TBC Oct 2007	
	EE09c NTG	In Mixenden Initiative neighbourhood management area (NE)	TBC Sept 2007	TBC Oct 2007	TBC Oct 2007	TBC Oct 2007	
EE09d NTG	In Park Community Initiative neighbourhood management area (NE)	TBC Sept 2007	TBC Oct 2007	TBC Oct 2007	TBC Oct 2007		

Block – Economy & Enterprise

Mandatory /Other outcomes	Mandatory / other indicators		Baselines 2006/7 (Unless otherwise stated)	Targets (including any stretch targets & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Increase attainment levels of young people by age 19	Achievement of looked-after children and disadvantaged young people						
	EE10 NTG	Percentage of young people with learning difficulties/ disabilities aged over 16 who remain in full-time education, training or employment	74.6% (TBC March 2007)	83%	TBC March 2007	TBC March 2007	Calderdale 13-19 Strategy Group
	EE11 NTG	Ratio of young people leaving care aged 16 or over engaged in full time education, training or employment to the total in the age group	0.9 (TBC March 2007)	0.9	0.9	0.9	Calderdale 13-19 Strategy Group
Increase of successful and sustainable existing and new businesses	Business Growth						
	EE12	Growth in the nos of new businesses being established, including social enterprises	301 (2005/6)	219	245	269	CMBC/ Business Link

Block – Economy & Enterprise

Mandatory /Other outcomes	Mandatory / other indicators		Baselines 2006/7 (Unless otherwise stated)	Targets (including any stretch targets & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Increase of successful and sustainable existing and new businesses	EE13a (RE04)	Increase the proportion of new businesses surviving for at least 1 year in the district	256 (85%) (2005/6)	186 (85%) without stretch 191 (87%) with stretch (milestone)	208 (85%) without stretch 218 (89%) with stretch (milestone)	229 (85%) without stretch 245 (91%) with stretch Enhancement of 6% points in new businesses surviving at least 1 year in 2009/10	CMBC/ Business Link
	EE13b	Increase support for Tourism related businesses	0 (2006/7)	TBC June 2007	TBC June 2007	TBC June 2007	

Block – Economy & Enterprise

Mandatory /Other outcomes	Mandatory / other indicators		Baselines 2006/7 (Unless otherwise stated)	Targets (including any stretch targets & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Increase of successful and sustainable existing and new businesses	EE14	Improve the supply of developable land for business purposes	3.6ha marketed (2006/7)	TBC Aug 2007 following the 2006/7 Employment Land Review	TBC Aug 2007 following the 2006/7 Employment Land Review	TBC Aug 2007 following the 2006/7 Employment Land Review	CMBC
	EE15	Increase nos of Creative and digital sector businesses	900 (2004)	TBC May 2007	TBC May 2007	TBC May 2007	CMBC
Dynamic and vibrant town centres	EE16	Average weekly footfall in town centres based on counts undertaken three times per annum. The increased number of counts to be undertaken will enable a clearer picture of activity and change across the district, so that appropriate targets can be set.					CMBC RD
	EE16a	Number of Towns with 3 annual counts ²	2 (2005/6)	6	6	6	
	EE16b	Average weekly footfall in Halifax	1,264,800 (2005/6)	TBC May 2007	TBC May 2007	TBC May 2007	
	EE16c	Average weekly footfall in Hebden Bridge	147,223 (2005/6)	TBC May 2007	TBC May 2007	TBC May 2007	

² EE16a: The additional centres from 2007/8 will be Todmorden, Brighouse, Elland and Sowerby Bridge

Block – Economy & Enterprise

Mandatory /Other outcomes	Mandatory / other indicators		Baselines 2006/7 (Unless otherwise stated)	Targets (including any stretch targets & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Dynamic and vibrant town centres	EE17	Achievement of appropriate repairs and / or reuse of listed buildings and buildings in conservation areas as a result of Council / Partner action	5 (2005/6)	7	9	11	CMBC RD

Funding Stream information Economy and Enterprise Block

Funding streams to be pooled centrally

Funding streams	Allocation		
	07/08	08/09	09/10
No pooled funding streams identified			

Enabling measures for Economy and Enterprise Block

Agreed enabling measures	
None required	

3 Environment

- 3.1 We have already identified housing, transport and climate change as priorities to be addressed through local plans and strategies including the LAA and see these as important strategic issues. We also see the LAA as a mechanism to mainstream environmental issues so that they are no longer just seen as an add-on.
- 3.2 The Regional Housing Strategy, Spatial and Transport Strategies, Economic Strategy, Climate Change Action Plan and the West Yorkshire Local Transport Plan provide the strategic framework at the regional and sub-regional level and priorities and outcomes need to nest within these strategies.
- 3.3 As mentioned earlier, the priorities for Calderdale over the next few years include the provision of good quality affordable homes in the District and the need to ensure that existing and new housing stock is more sustainable. In terms of housing, affordability is also a key concern as people are increasingly being shut out of the market due to rising house prices. Measures for addressing affordability have been identified as a part of the District Wide Housing Strategy. Affordability issues are particularly evident in rural areas and addressing rural housing issues is a priority in Calderdale.
- 3.4 There may be some flexibility in Calderdale to set more ambitious housing targets as Regional Spatial Strategy targets have already been achieved. This also means that there may be some latitude to amend housing targets in terms of planning and use the leverage available to set the bar higher in terms of sustainable and environmentally friendly building requirements and technologies. Again, these points are covered in the Housing Strategy.
- 3.5 Calderdale has been addressing the imbalance of accommodation over a number of years but there is still a way to go.. In terms of accommodation for older people there are two sheltered schemes (one in Halifax and another in Hebden Bridge) with a third coming on stream in Elland. The LAA represents a potential opportunity to begin to re-configure sheltered housing so that provision better matches local demographics and this will connect well with the potential outcomes for the older peoples theme. This issue is being addressed within the Older People's Strategy.
- 3.6 Transport issues are a major concern for residents, commuters and visitors and identifying ways to respond to trends in car usage is regarded as a major challenge. There has been a 30% increase in car usage in recent years with many people out-commuting to Leeds and Manchester for work. This has huge implications for both the transport infrastructure in terms of costs/maintenance and also environmental quality. Calderdale has had some success in terms of modal shift in journeys to and from schools and is keen to progress this further.
- 3.7 We need to raise awareness and improve information about the local impact of global climate change in areas like energy conservation and reduction of pollution. In a recent survey 84% of respondents agreed that climate change is both a local and a global problem and 70% were concerned about the potential implications of climate change in Calderdale. Dealing with household and commercial waste, and protecting Calderdale's land, habitats and wildlife are also seen as important challenges.
- 3.8 Priorities being developed include reduction in emissions, improving energy efficiency in homes and businesses and increasing recycling rates to meet both local and

national targets and policy. Addressing the emerging revised National Waste Strategy, which has aspirations in respect of increased rates of recycling and re-use of material and significant diversion away from landfill, supports our aims in this area. We have already been successful in delivering affordable warmth initiatives in Calderdale to vulnerable households.

- 3.9 There is a desire to see more ownership of environmental issues by local people and for them to take a more active role in addressing environmental concerns in their daily lives and lifestyle choices. Community engagement is key to this with community engagement targets potentially focussing on the increasing involvement of local residents in environmental issues. We have set ambitious targets for reducing landfill and increasing recycling to reflect the importance of this.

Block – Environment							
Mandatory /Other outcomes	Mandatory / other indicators		Baselines 2006/7 (Unless otherwise stated)	Targets (including any stretch targets & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Cleaner, greener and safer public spaces	EV01a ³	<p>Mandatory where SSCF cleaner, safer, greener element is received</p> <p>Environmental quality as measured by BVPI 199 – the proportion of relevant land and highways that is assessed as having significant or heavy combined deposits of litter and refuse</p>	<p>BV199a</p> <p>16.3% (2005/6)</p>	16%	15%	14%	CMBC
	EV01b NTG	Principles of the BV199 survey will be applied at Neighbourhood level. This is over and above DEFRA survey requirements. Working with other partners to develop measures which reflect overall neighbourhood liveability	Baseline and targets tbc May 2008	NA	TBC May 2008	TBC May 2008	CMBC
	EV02	<p>Mandatory where SSCF cleaner, safer, greener element is received</p> <p>BV89 – the percentage of residents satisfied with the way the Council has fulfilled its duty to keep relevant land and highways clear of litter and refuse⁴</p>	60% (2006/7 USPI results)	61%	63%	65%	CMBC

³ EV01a: Calderdale's LAA target is far more ambitious than the Government target of 23%. Also the content of BV199 has and is changing, making it inappropriate to view it as a constant base measure for the time being.

⁴ EV02: Targets to be reviewed following detailed analysis of 2006/7 USPI results and development of delivery plan.

Block – Environment							
Mandatory /Other outcomes	Mandatory / other indicators		Baselines 2006/7 (Unless otherwise stated)	Targets (including any stretch targets & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Cleaner, greener and safer public spaces	Mandatory where SSCF cleaner, safer, greener element is received						CMBC
	EV03	Quality of surroundings as measured by the number of green flag parks in Calderdale	3 (2005/6)	4	5	6	
	EV04	Quality of surroundings as measured by BV119e – The percentage of residents very or fairly satisfied with parks and open spaces (adults)					
	EV04a	In Calderdale ⁵	77% (2006/7 USPI results)	77%	78%	78%	
	EV04b NTG	In Mixenden Initiative neighbourhood management area (NE)	Baselines TBC following Tracker Survey Sept 2007	TBC Sept 2007	TBC Sept 2007	TBC Sept 2007	
	EV04c NTG	In Ovenden Initiative neighbourhood management area (NMP)		TBC Sept 2007	TBC Sept 2007	TBC Sept 2007	
EV04d NTG	In Park Community Initiative neighbourhood management area (NE)		TBC Sept 2007	TBC Sept 2007	TBC Sept 2007		
Cleaner, greener and safer public spaces		Mandatory where SSCF cleaner, safer, greener element is received					
	EV05	An increase in the percentage of abandoned vehicles removed within 24 hours from the point where local authority is legally entitled to remove the vehicle (BVPI 1218b).	93.21% (2005/6)	94%	95%	96%	CMBC

⁵ EV04a: Targets to be reviewed following detailed analysis of 2006/7 USPI results and development of delivery plan.

Block – Environment

Mandatory /Other outcomes	Mandatory / other indicators		Baselines 2006/7 (Unless otherwise stated)	Targets (including any stretch targets & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Tacking Climate change through reduced green house gas emissions	EV06 (RE05)	Achieving enhanced CO ₂ emission reductions from the Council's operational buildings, fleets, street-lighting and schools	45.70 ktonnes CO ₂ / yr (03/04)	45.01 ktonnes without stretch 44.44 ktonnes with stretch (milestone)	44.31 ktonnes without stretch 43.20 ktonnes with stretch (milestone)	43.64 ktonnes without stretch 42.00 ktonnes with stretch Enhancement of 1.64 ktonnes reduction in CO ₂ emissions in 2009/10	CMBC
Increased access to and enjoyment of green spaces and the countryside	EV07	Use of off-highway cycleways.	2006/7 baseline to be confirmed April 2007 following full year survey	2%	4%	6%	CMBC

Block – Environment								
Mandatory /Other outcomes	Mandatory / other indicators		Baselines 2006/7 (Unless otherwise stated)	Targets (including any stretch targets & their annual unstretched targets)			Lead partner	
	Ref	Description		2007/8	2008/9	2009/10		
Reduce waste to landfill and increase recycling	Mandatory where Waste and Performance Efficiency Grant is included						CMBC	
	EV08 (RE06)	Reduction in the tonnage of municipal waste landfill by increasing the tonnage of municipal waste recycled in Calderdale	17716 tonnes (2005/6) 2006/7 forecast 17893 tonnes	22200 tonnes without stretch 22200 tonnes with stretch (milestone)	22423 tonnes without stretch 25113 tonnes with stretch (milestone)	22648 tonnes without stretch 27177 tonnes with stretch Enhancement of increase in recycling of 4529 tonnes		
	EV09	Increase the number of households who participate in recycling						
	EV09a	In Mixenden Initiative neighbourhood management area (NE)	TBC April 2007	3% increase on Apr 07 baseline	5% increase on Apr 07 baseline	6% increase on Apr 07 baseline		CMBC
	EV09b	In Ovenden Initiative neighbourhood management area (NMP)	TBC April 2007	3% increase on Apr 07 baseline	5% increase on Apr 07 baseline	6% increase on Apr 07 baseline		CMBC
EV09c	In Park Community Initiative neighbourhood management area (NE)	TBC April 2007	3% increase on Apr 07 baseline	5% increase on Apr 07 baseline	6% increase on Apr 07 baseline	CMBC		

Block – Environment

Mandatory /Other outcomes	Mandatory / other indicators		Baselines 2006/7 (Unless otherwise stated)	Targets (including any stretch targets & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Residents have access to affordable, sustainable, good quality housing	EV10a	The amount of new affordable houses built or refurbished	5% of completions (2005/6) Updated baseline available Apr 2007. 2006/7 target = 10%	15% of completions	20% of completions	20% of completions	CMBC
	EV10b	Percentage of new planning consents that are either affordable housing, eco-homes or lifetime homes	This is subject to priorities in the Local Development Scheme agreed with GOYH	TBC 2007/8	TBC 2007/8	TBC 2007/8	CMBC

Block – Environment							
Mandatory /Other outcomes	Mandatory / other indicators		Baselines 2006/7 (Unless otherwise stated)	Targets (including any stretch targets & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Improved access to affordable rural housing in Calderdale	EV11 (RE07)	Number of households becoming owners/leaseholders of Low Cost Home Ownership (LCHO) units in rural areas during the period 2007 – 2010, excluding those already 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.	0 (2006/7)	0 without stretch	0 without stretch	0 without stretch 35 with stretch (cumulative 2007/8, 2008/9 and 2009/10) Enhancement 35 more households over 3 years	CMBC & PH2000
The rural and urban heritage and local wildlife habitats in the District are conserved, enhanced and enjoyed	EV12	Council owned land identified as being of ecological importance that is in favourable or recovering condition	2005/6 baseline 20% 2006/7 target is 20%	30%	40%	55%	CMBC

Block – Environment							
Mandatory /Other outcomes	Mandatory / other indicators		Baselines 2006/7 (Unless otherwise stated)	Targets (including any stretch targets & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
The transport needs of residents, businesses and visitors in the district are met	EV13	On target routes accommodate an expected increase in travel of 3% with an increase in journey time of 5% in 2010/11(from LTP)		Journey time increase	Journey time increase	Journey time increase	CMBC
	EV13a	A629 Huddersfield Road: Average journey time per person mile	225 secs (Oct 2005)	≤ 3.8%	≤ 4.5%	≤ 4.8%	
	EV13b	A646 Burnley Road: Average journey time per person mile	140 secs (Oct 2005)	≤ 3.8%	≤ 4.5%	≤ 4.8%	
Residents and visitors to Calderdale are safe on the District's roads	Mandatory where School Travel Advisers Grant is received⁶						
	EV14a	Percentage of schools with a travel plan	55% (2006/7)	70%	85%	97%	CMBC
	EV14b	Modal Share in Travel to School ⁷ : Pedestrian share of journeys to schools	Baseline TBC March 2007	0.75% increase from March 2007 baseline	1.5% increase from March 2007 baseline	3% increase from March 2007 baseline	CMBC & Metro
EV14c	Modal Share in Travel to School ⁸ : Percentage of trips by cycle by year 7 and older students in schools that have implemented travel initiatives for cycling by 2010	Baseline TBC March 2007	0.75% increase from March 2007 baseline	1.5% increase from March 2007 baseline	3% increase from March 2007 baseline	CMBC & Metro	

⁶ EV14: The School Travel Advisers Grant is listed in the Children and Young People's Block funding stream table on page 89

⁷ EV14b: Mandatory modal share targets for this indicator to be set when the DfT data is available after the PLASC electronic collection.

⁸ EV14c: Mandatory modal share targets for this indicator to be set when the DfT data is available after the PLASC electronic collection.

Block – Environment							
Mandatory /Other outcomes	Mandatory / other indicators		Baselines 2006/7 (Unless otherwise stated)	Targets (including any stretch targets & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Residents and visitors to Calderdale are safe on the District's roads	EV15 NTG	Reduction in road casualties in 11-16 year olds.	100.2 (1994-1998 five year average)	87.4 (2003-2007 5 yr average)	84.4 (2004-2008 5 yr average)	81.4 (2005-2009 5 yr average)	CMBC
	EV16 NTG	Reducing road casualties by increasing use of seat belts:	2002-2004				CMBC
	EV16a	Adult population as a whole	78%	78.6%	79.1%	79.5%	
	EV16b	Adults from Asian community	53%	63%	73%	79.5%	
	EV16c	Child population (aged 0-15) as a whole	77%	78.1%	79.3%	80.1%	
EV16d	Children (aged 0-15) from Asian community	25%	45%	65%	80.1%		

Funding Stream information Environment Block

Funding streams to be pooled centrally

Funding streams	Allocation		
	07/08	08/09	09/10
Neighbourhood Management Pathfinder (Ovenden Initiative)	see Safer and Stronger Communities Block	see Safer and Stronger Communities Block	see Safer and Stronger Communities Block
Neighbourhood Element (Park Community Initiative and Mixenden Initiative)	see Safer and Stronger Communities Block	see Safer and Stronger Communities Block	see Safer and Stronger Communities Block
Waste Performance and Efficiency Grant (see also Safer and Stronger Communities Block)	£407,228 (Resource £203,614 Capital £203,614)	Awaited*	Awaited*

*awaiting details of settlement

Enabling measures

Agreed enabling measures	
None required	

4 Safer and Stronger Communities

- 4.1 We want Calderdale to be a place where people are safe and feel safe and where people from all communities feel they belong and want to live. We recognise by working in partnership with our stakeholders where we all have a shared understanding of the issues affecting our diverse communities we will achieve this. We also believe by listening to the views highlighted by our diverse communities will provide the basis of what needs to be done to make all our residents feel safe and are safe.
- 4.2 Calderdale recognises that solutions to crime, antisocial behaviour, drug and alcohol abuse, youth offending and domestic violence need to be holistic, seeking to identify and address the underlying causes which can only be tackled through joint working.
- 4.3 Reduction in the overall level of crime in Calderdale is a basic principle for the Safer Communities Partnership and is a priority shared with Central and Local Government. Calderdale has seen dramatic reductions in recent years particularly in the more serious areas of robbery, domestic burglary and car crime, although indicators would now suggest that these reductions seem to be “bottoming out”. In order to impact on overall crime levels further and to tackle the priorities of local people, the focus is now on higher volume, signal crimes including anti social behaviour, criminal damage and violent crime. These are the issues which blight the lives of local people and serve to undermine efforts to develop stronger, more cohesive communities.
- 4.4 Whilst measures already exist to reduce inequalities across the District, particular emphasis is placed on narrowing the gap between the defined Neighbourhood Management areas of Park, Ovenden, Mixenden and the rest of Calderdale. This will be a major contribution to Calderdale’s neighbourhood agenda and will support our Neighbourhood Element and Pathfinder programmes. Other areas of focus include prolific and priority offenders who are known to commit a disproportionate amount of crime and a number of dedicated joint working teams are already well established and working with this group to reduce their offending. Whilst striving to reduce overall crime, Calderdale is also determined to increase the number of offences which are brought to justice. This will produce major added value in terms of victim satisfaction and prevent further offences.
- 4.5 In line with national trends the fear of crime in Calderdale is disproportionate to the likelihood of actually becoming a victim. We recognise the importance of reassuring the public and reducing fear of crime. Indeed, earlier surveys have shown that residents in Calderdale generally feel safe in their own homes and the emphasis is now on extending this feeling of safety to the wider public arena. Again the partnership will put a strong emphasis on narrowing the gap between average figures for Calderdale and the figures for the Neighbourhood Management areas.
- 4.6 Calderdale also recognises the importance of a holistic approach to supporting victims of crime. This includes the launch of the partnership sexual assault referral centre, continued work of Victim Support and the promotion of the target hardening scheme for burglary victims. This, underpinned by co-ordinated partnership activity and the continued success of restorative justice initiatives, will provide reassurance to the public.

- 4.7 Calderdale has a very successful record in providing effective drug treatment programmes and has been used as a model of excellence and a pilot for a number of national programmes. This is evidenced by the high penetration of the drug using population and high rates of retention in treatment. We are now prioritising and addressing associated and underlying issues, including the offending behaviour of those in drug treatment and re-integrating drugs users into the community through the provision of sustainable and settled accommodation.
- 4.8 We acknowledge that tackling the harm caused by alcohol has, to a large extent been a poor relation to tackling the harm caused by illegal drugs. An Alcohol Strategy has been developed and a number of actions are being rolled out which will support our efforts to reduce the number of alcohol related admissions to hospital. This builds on the partnership activities successfully targeting alcohol fuelled violent crime, thus making Calderdale safer for those enjoying the night time economy.
- 4.9 However, the impact of alcohol misuse is much wider than merely safer and stronger communities. The development and delivery of early intervention with alcohol users is proven to have wide ranging consequences, the benefits of which would transcend the boundaries of all our Local Area Agreement themes.
- 4.10 Calderdale recognises that lower level anti social behaviour can have a more disturbing impact on individuals and communities than what are sometimes regarded as more serious crimes. Consequently there will be a focus on information, parental responsibilities and the feel good factor that comes with being treated with respect and consideration. Not all anti social behaviour is perpetrated by young people, but around half of it is and by working with young people and their families it is hoped that the propensity to criminality later in life can be reduced.
- 4.11 We will seek to tackle anti social behaviour and reduce the number of first time entrants into the youth justice system, through focussing on diversionary interventions into sports, leisure, and learning. Arson and fire setting can form a focus for anti social behaviour and we are tackling this with partners in the fire service.
- 4.12 Calderdale recognises that relations within and between communities are a fundamental part of harmonious society, built on mutual respect and is committed to promoting greater cohesion between settlements and cultures. However, tensions can exist in areas where individuals, or groups of individuals', differences are not accepted. This may lead to some sections of the community experiencing repeated levels of harassment or violence. Consequently there is a clear measure to reduce the number of people who are unfortunately subjected to repeated victimisation, an area where we have a good record but would seek to improve even further.
- 4.13 Calderdale Forward adopted a three year community cohesion strategy in 2005, which has at its heart the simple idea that "the future of the district depends on maintaining and building on good relationships between its diverse communities". The strategy is supported by the Community Cohesion plan which sets out how the quality of life of all Calderdale residents can be achieved over the coming years, and strengthening community cohesion is identified as a specific objective.
- 4.14 Whilst we recognise that this is a challenging agenda we are proud of some of the progress made, most notably:

- the Calderdale Interfaith Partnership, which is playing a key role in strengthening Community Cohesion in Calderdale. The focus of partnership activity to date has been to generate awareness and promote contact between different faith bodies and individuals. The importance of inter-faith joint working became increasingly apparent following the civil disturbances in some northern towns in 2001 and it has since become a key component in the Government's approach to strengthening Community Cohesion.
 - our good network of third party reporting centres, the success of which has recently been highlighted in an external evaluation report. This Scheme is designed to encourage the reporting of hate incidents at locations other than a police station. The Calderdale Hate Crime Partnership has become widely recognised for its strength in partnership working and for delivering a high standard of service to victims of hate crime. It has been cited in Home Office, Crown Prosecution Service and Victim Support literature.
 - our multi-agency tension monitoring arrangements whereby Calderdale Council works very closely with the Calderdale Division of West Yorkshire Police to share intelligence and monitor potential community tensions. The Community Impact Assessment Group meets three-weekly (or as often as necessary - for example it met daily following the London bombings) and provides information, which forms the basis of a monthly tension monitoring report to GOYH. The membership of the Group is currently being broadened to include operational staff from a wider range of organisations working within Calderdale's communities.
- 4.15 The Council is also finalising its Equality and Diversity Scheme for 2007-10, which sets out the Council's commitment to ensuring that equality and diversity is embedded in everything that it does. It aims to ensure that local services meet the varied individual needs and expectations of local people and that everyone has equal access to these regardless of their race, gender, disability, religion, belief, age or sexual orientation. The Scheme is intended to be adopted by partners across Calderdale who will play an active role in allowing the Council to realise its ambition for creating a much fairer society.
- 4.16 We recognise the important leadership role the LSP has in promoting and encouraging tolerance, fairness and equality and in influencing other service providers and employers. Calderdale Forward undertakes to work closely with local people, businesses, employers, voluntary and community groups and our other partners to build a more accepting, compassionate, and respectful place in which we can all live and work.
- 4.17 The LSP is committed to consulting with the public, its service users and non-users, partners and other interested groups as part of providing effective services that meet the needs of the people of Calderdale. By seeking their views and acting on the results, partners can ensure that its services better reflect their needs and aspirations.
- 4.18 Empowering local people to influence decision making and the delivery of local services is a key agenda, which helps engender citizenship and sense of belonging. Calderdale has a tradition of vigorous democracy. A network of Parish Councils is well established and new ventures such as that in Park Ward and North Halifax provide new mechanisms for people to get involved in spending public money locally.

- 4.19 Calderdale Forward's Community Engagement Partnership has also worked on the development of a more inclusive approach to consultation that engages all of the district's diverse communities and has agreed a statement and policy framework on inclusive consultations.
- 4.20 Different models of community engagement are being explored as part of Calderdale's Neighbourhood Management programme and outcomes have put an emphasis on narrowing the gap in terms of perception of influence on public services in these areas.
- 4.21 Whilst we recognise there is scope for development, there is a strong voluntary sector infrastructure in Calderdale. The voluntary and community sector is closely involved in policy and service development and contributes to the achievement of outcomes. This is particularly the case within the Safer and Stronger Communities arena, for example domestic violence.
- 4.22 As previously stated, we recognise the importance of safe and secure accommodation as a means of preventing offending behaviour. As such, we are determined to widen the successful national pathfinder programme, which provides stable housing for people in drug treatment, to assist in the rehabilitation of prolific and priority offenders.
- 4.23 Tackling domestic violence is a priority in Calderdale. This is being driven forward through improved services for victims, with co-ordinated and targeted schemes. This also links with the priorities identified in the Healthier Communities and Children and Young People's themes. Substantial progress on increasing reporting has been made through an earlier Public Service Agreement round. A particular feature of our work is the way in which the voluntary and community sector take a lead in this co-ordinating activity through Calderdale's Women's Centre. Partners have sponsored a Domestic Violence Co-ordinator who is located in the Women's Centre team.
- 4.24 In spite of this increased reporting, we do not believe that all domestic violence is reported to the Police. Other partners are therefore working to identify incidents affecting children and young people, which are then referred for targeted support services. This will be first project of its kind, which will continue the theme of this agreement in tackling the causation of future offending and poor achievement for children.
- 4.25 Whilst continuing our support for victims of domestic violence, it is recognised that a significant impact can be made by reducing the offending by perpetrators, who may target more than one victim.
- 4.26 Calderdale recognises the role that culture and sport can play in enriching the lives of local people and in strengthening communities and improving places where people live and work. Consequently, indicators focus on improving accessibility and uptake of opportunity across the Borough, especially those from priority groups.
- 4.27 As evidenced in relation to Domestic Violence and the Neighbourhood Element and Pathfinder projects, we have a solid foundation of Voluntary and Community Sector organisations involved in and influencing the delivery of local services. It is vital that this relationship is further developed and enhanced for the benefit of local people; hence challenging targets have been set in this area.

4.28 There are also plans to develop the sport and culture-based outcomes in the LAA. These tie into the "narrowing the gap" agenda and there is recognised scope to use libraries, museums and art initiatives to reduce vulnerability and help develop safer and stronger neighbourhoods.

Block – Safer and Stronger Communities

Mandatory / other outcomes	Mandatory / Other indicators		Baselines 2006/7 Unless otherwise stated	Targets (including any stretch targets, & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Reduce Crime	SSC01a	Mandatory Indicator (Home Office PSA1 Target) Reduction in overall British Crime Survey comparator recorded crime.	17194 (2003/4)	11,107	PSA1 target to be confirmed once negotiated with GOYH	PSA1 target to be confirmed once negotiated with GOYH	WY Police
	SSC01b NTG	Narrow the gap between neighbourhood management areas and the Calderdale average for crime	Baseline and targets to be determined Apr 2007	% gap to be no more than 10%	PSA1 target to be confirmed once negotiated with GOYH	PSA1 target to be confirmed once negotiated with GOYH	WY Police

Block – Safer and Stronger Communities

Mandatory / other outcomes	Mandatory / Other indicators		Baselines 2006/7 Unless otherwise stated	Targets (including any stretch targets, & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Reduce Crime	SSC02	Reduction in violent crime - using British Crime Survey definition of 'woundings.'					
	SSC02a	In Calderdale	2279 (2005/6)	2174	PSA1 target to be confirmed once negotiated with GOYH	PSA1 target to be confirmed once negotiated with GOYH	WY Police
	SSC02b NTG	In Mixenden Initiative neighbourhood management area (NE)	Baseline and targets to be determined Apr 2007	TBC April 2007	TBC April 2007	TBC April 2007	WY Police
	SSC02c NTG	In Ovenden Initiative neighbourhood management area (NMP)		TBC April 2007	TBC April 2007	TBC April 2007	WY Police
	SSC02d NTG	In Park Community Initiative neighbourhood management area (NE)		TBC April 2007	TBC April 2007	TBC April 2007	WY Police

Block – Safer and Stronger Communities

Mandatory / other outcomes	Mandatory / Other indicators		Baselines 2006/7 Unless otherwise stated	Targets (including any stretch targets, & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Reduce Crime	SSC03	Reduction in recorded Criminal Damage	5398 (2005/6)	4059	PSA1 target to be confirmed once negotiated with GOYH	PSA1 target to be confirmed once negotiated with GOYH	WY Police
	SSC04	Mandatory Indicator Reduction in the proportion of adult and young offenders, and prolific and other priority offenders who re-offend					WY Police, YOT, Probation Service
	SSC04a ⁹	Young Offenders	44.5% (2005/6)	40.2%	38.2%	TBC Feb 2007	
	SSC04b	Prolific and priority offenders:	Baselines & targets for PPO will be agreed in Apr 07, following receipt of data from WY Police.	15% reduction per year	15% reduction per year	15% reduction per year	
SSC04c	Adults	TBC April 2007 when NOMS on line.	TBC 2007/8	TBC 2007/8	TBC 2007/8		

⁹ SSC04a: Based on a cohort, this is the re-offending rate with respect to pre-court, first tier penalties, community penalties and custodial penalties. 2009/10 target to be confirmed - targets are set every three years.

Block – Safer and Stronger Communities

Mandatory / other outcomes	Mandatory / Other indicators		Baselines 2006/7 Unless otherwise stated	Targets (including any stretch targets, & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Reduce Crime	SSC05 (RE08)	Reducing alcohol related harm by increasing the number of hazardous, harmful and dependent drinkers who will be screened and receive brief interventions	299 (2005/6)	350 without stretch 550 with stretch (mile-stone)	400 without stretch (750 cumulative 2007/8 and 2008/9) 800 with stretch (milestone) (1350 cumulative 2007/8 and 2008/9)	450 without stretch (1200 cumulative 2007/8, 2008/9 and 2009/10) 1000 with stretch (2350 cumulative 2007/8, 2008/9 and 2009/10) Enhancement of 1150 people in receipt of brief interventions over 3 years	PCT
	SSC06	Increase in the numbers of offences, which are brought to justice.	4859 (2005/6) 4561 (2006/7 target)	4790	5000	5250	WY Police

Block – Safer and Stronger Communities

Mandatory / other outcomes	Mandatory / Other indicators		Baselines 2006/7 Unless otherwise stated	Targets (including any stretch targets, & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Reassure the public, reducing the fear of crime	NTG	The % of residents surveyed who feel “fairly” or “very safe” when outside in Calderdale during the day					CMBC
	SSC07a	in Calderdale	79.6% (2006/7 USPI results)	TBC April 2007	TBC April 2007	TBC April 2007	
	SSC07b	In Mixenden Initiative neighbourhood management area (NE)		TBC Sept 2007	TBC Sept 2007	TBC Sept 2007	
	SSC07c	In Ovenden Initiative neighbourhood management area (NMP)	TBC Sept 2007 (CMBC 2007 Tracker Survey)	TBC Sept 2007	TBC Sept 2007	TBC Sept 2007	
	SSC07d	In Park Community Initiative neighbourhood management area (NE)		TBC Sept 2007	TBC Sept 2007	TBC Sept 2007	
	NTG	The % of residents surveyed who feel “fairly” or “very safe” when outside in Calderdale after dark					
	SSC07e	in Calderdale	33.0% (2006/7 USPI results)	TBC April 2007	TBC April 2007	TBC April 2007	
	SSC07f	In Mixenden Initiative neighbourhood management area (NE)		TBC Sept 2007	TBC Sept 2007	TBC Sept 2007	
SSC07g	In Ovenden Initiative neighbourhood management area (NMP)	TBC Sept 2007 (CMBC 2007 Tracker Survey)	TBC Sept 2007	TBC Sept 2007	TBC Sept 2007		
SSC07h	In Park Community Initiative neighbourhood management area (NE)		TBC Sept 2007	TBC Sept 2007	TBC Sept 2007		

Block – Safer and Stronger Communities

Mandatory / other outcomes	Mandatory / Other indicators		Baselines 2006/7 Unless otherwise stated	Targets (including any stretch targets, & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Reassure the public, reducing the fear of crime	NTG	The % of residents surveyed who feel “fairly” or “very safe” when outside in their local area during the day					CMBC
	SSC08a	In Calderdale	95% (2005/6) CMBC Household Survey	TBC Sept 2007	TBC Sept 2007	TBC Sept 2007	
	SSC08b	In Mixenden Initiative neighbourhood management area (NE)	TBC Sept 2007 (CMBC 2007 Tracker Survey)	TBC Sept 2007	TBC Sept 2007	TBC Sept 2007	
	SSC08c	In Ovenden Initiative neighbourhood management area (NMP)	88% (2005/6) CMBC Household Survey	TBC Sept 2007	TBC Sept 2007	TBC Sept 2007	
	SSC08d	In Park Community Initiative neighbourhood management area (NE)	TBC Sept 2007 (CMBC 2007 Tracker Survey)	TBC Sept 2007	TBC Sept 2007	TBC Sept 2007	
	NTG	The % of residents surveyed who feel “fairly” or “very safe” when outside in their local area after dark					
	SSC08e	In Calderdale	67% (2005/6) CMBC Household Survey	TBC Sept 2007	TBC Sept 2007	TBC Sept 2007	
	SSC08f	In Mixenden Initiative neighbourhood management area (NE)	TBC Sept 2007 (CMBC 2007 Tracker Survey)	TBC Sept 2007	TBC Sept 2007	TBC Sept 2007	
SSC08g	In Ovenden Initiative neighbourhood management area (NMP)	47% (2005/6) CMBC Household Survey	TBC Sept 2007	TBC Sept 2007	TBC Sept 2007		
SSC08h	In Park Community Initiative neighbourhood management area (NE)	TBC Sept 2007 (CMBC 2007 Tracker Survey)	TBC Sept 2007	TBC Sept 2007	TBC Sept 2007		

Block – Safer and Stronger Communities

Mandatory / other outcomes	Mandatory / Other indicators		Baselines 2006/7 Unless otherwise stated	Targets (including any stretch targets, & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Reduce the harm caused by illegal drugs	Mandatory Indicator Reduction in the public perceptions of local drug dealing and drug use as a problem						CMBC
	SSC09a ¹⁰	Percentage of people in Calderdale who think local drug dealing and drug use is a very big or fairly big problem	37.4% (2006/7 USPI results)	36%	35%	34%	
	SSC09b NTG	% of people in Mixenden Initiative neighbourhood management area (NE) who think local drug dealing and drug use is a very big or fairly big problem	Baselines and Targets TBC Sept 2007 (CMBC Tracker Survey 2007)	TBC Sept 2007	TBC Sept 2007	TBC Sept 2007	CMBC
	SSC09c NTG	% of people in Ovenden Initiative neighbourhood management area (NMP) who think local drug dealing and drug use is a very big or fairly big problem	Baselines and Targets TBC Sept 2007 (CMBC Tracker Survey 2007)	TBC Sept 2007	TBC Sept 2007	TBC Sept 2007	CMBC

¹⁰ SSC09a: Targets to be reviewed following detailed analysis of 2006/7 USPI results and development of delivery plan.

Block – Safer and Stronger Communities

Mandatory / other outcomes	Mandatory / Other indicators		Baselines 2006/7 Unless otherwise stated	Targets (including any stretch targets, & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Reduce the harm caused by illegal drugs	SSC09d NTG	% of people in Park Community Initiative neighbourhood management area (NE) who think local drug dealing and drug use is a very big or fairly big problem	Baselines and Targets TBC Sept 2007 (CMBC Tracker Survey 2007)	TBC Sept 2007	TBC Sept 2007	TBC Sept 2007	CMBC
	SSC10	Reduction in offending by drug users engaged in structured treatment programmes ¹¹	Baseline TBC April 2007 1 st 6 months of 2006/7 results is 4.17%	TBC April 2007	TBC April 2007	TBC April 2007	DAAT

¹¹ SSC10: monitoring that cohort of drug users who are initiated into structured treatment from either the Drug Intervention Programme or open access services by how many individuals in that cohort test MDT (Mandatory Drug Testing) positive in any given quarter.

Block – Safer and Stronger Communities

Mandatory / other outcomes	Mandatory / Other indicators		Baselines 2006/7 Unless otherwise stated	Targets (including any stretch targets, & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Build Respect in communities and reduce anti-social behaviour	SSC11	Mandatory Indicator Increase in percentage of people who feel informed about what is being done to tackle anti-social behaviour in their local area ¹²	15% (2006/7 USPI results)	17.5%	20%	21.7%	CMBC
	SSC12	Mandatory Indicator Decrease the percentage of people who feel that parents not taking responsibility for the behaviour of their children is a very big problem in their local area ¹³	63% (2006/7 USPI results)	62%	61%	60%	CMBC
	SSC13	Mandatory Indicator Decrease the percentage of people who feel that not treating other people with respect and consideration is a very big problem in their local area ¹⁴	48% (2006/7 USPI results)	47%	46%	45%	CMBC

¹² SSC11: Targets to be reviewed following detailed analysis of 2006/7 USPI results and development of delivery plan.

¹³ SSC12: Targets to be reviewed following detailed analysis of 2006/7 USPI results and development of delivery plan.

¹⁴ SSC13: Targets to be reviewed following detailed analysis of 2006/7 USPI results and development of delivery plan.

Block – Safer and Stronger Communities

Mandatory / other outcomes	Mandatory / Other indicators		Baselines 2006/7 Unless otherwise stated	Targets (including any stretch targets, & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Build Respect in communities and reduce anti-social behaviour	SSC14 ¹⁵	Mandatory Indicator					CMBC
	SSC14a	Reduction in people's perceptions on ASB using the following 7 issues defined in the survey:	25% (2006/7 USPI results)	24.25%	23.50%	23%	
	SSC14b	Percentage of people who think Noisy neighbours or loud parties is a very big or fairly big problem	18.3% (2006/7 USPI results)	17%	16%	15%	
	SSC14c ¹⁶	Percentage of people who think Teenagers hanging around on the streets is a very big or fairly big problem	57.1% (2006/7 USPI results)	60%	60%	60%	
	SSC14d	Percentage of people who think Rubbish and litter lying around is a very big or fairly big problem	45.1% (2006/7 USPI results)	44%	43%	42%	
	SSC14e	Percentage of people who think Abandoned or burnt out cars is a very big or fairly big problem	9.2% (2006/7 USPI results)	9%	8%	7%	

¹⁵ SSC14a-h: Targets to be reviewed following detailed analysis of 2006/7 USPI results and development of delivery plan.

¹⁶ SSC14c: The 2006/7 result of 57.1% represents a significant increase on the 2003/4 result of 45%. The maintenance targets set for 2007/8 to 2009/10 aim to manage and reduce the increase that is otherwise expected.

Block – Safer and Stronger Communities

Mandatory / other outcomes	Mandatory / Other indicators		Baselines 2006/7 Unless otherwise stated	Targets (including any stretch targets, & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Build Respect in communities and reduce anti-social behaviour	SSC14f	Percentage of people who think Vandalism, graffiti and other deliberate damage to property or vehicles is a very big or fairly big problem	38.5% (2006/7 USPI results)	37.5%	35.5%	33.5%	CMBC
	SSC14g	Percentage of people in Calderdale who think local drug dealing and drug use is a very big or fairly big problem	37.4% (2006/7 USPI results)	36%	35%	34%	
	SSC14h	Percentage of people who think people being drunk and rowdy is a very big or fairly big problem	30.5% (2006/7 USPI results)	29.5%	28.5%	26.5%	
	SSC15	Reduction in the number of first time entrants to the youth justice system	438 (2005/6) 2006/7 forecast= 493	395	390	380 (5% reduction over 3 years from baseline)	YOT
	SSC16	Increase in the percentage of young offenders supervised by the Youth Offending Team who are in full time education, training or employment: Full time being 25 hrs per week	51% (2006/7 forecast)	90% National Target	90% National Target	To be agreed with Youth Justice Board	YOT

Block – Safer and Stronger Communities

Mandatory / other outcomes	Mandatory / Other indicators		Baselines 2006/7 Unless otherwise stated	Targets (including any stretch targets, & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Build Respect in communities and reduce anti-social behaviour	SSC17a	Reduction by 10% in the number of deliberate primary fires	328 (2005/6)	317	306	295	WY Fire Service
	SSC17b	Reduction by 10% the number of secondary fires (this excludes seasonal grass fires)	912 (2005/6)	881	851	821	WY Fire Service
	SSC17c	Reduce accidental dwelling fire injuries by 20%	26 (2005/6)	24	22	20	WY Fire Service
	SSC18 ¹⁷	Maintain the percentage of repeat victims of reported hate crime	13.22% (2005/6)	18% (SSCF)	18%	18%	CMBC

¹⁷ SSC18: The targets for this indicator are currently based on the knowledge that additional funding in this area ceases on 31/3/2007. This means that maintaining levels at 18% represents a significant achievement.

Block – Safer and Stronger Communities

Mandatory / other outcomes	Mandatory / Other indicators		Baselines 2006/7 Unless otherwise stated	Targets (including any stretch targets, & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Empower local people to have a greater voice and influence over local decision making and a greater role in public service delivery	SSC19	Mandatory Indicator					
		Increase in the percentage of residents who feel they can influence decisions affecting their local area					
	SSC19a	In Calderdale ¹⁸	27.7% (2006/7 USPI results)	35%	38%	38%	CMBC
	SSC19b NTG	In Mixenden Initiative neighbourhood management area (NE)	Baselines and Targets TBC Sept 2007 (CMBC Tracker 2007)	TBC Sept 2007	TBC Sept 2007	TBC Sept 2007	CMBC
	SSC19c NTG	In Ovenden Initiative neighbourhood management area (NMP)	Baselines and Targets TBC Sept 2007 (CMBC Tracker 2007)	TBC Sept 2007	TBC Sept 2007	TBC Sept 2007	CMBC
SSC19d NTG	In Park Community Initiative neighbourhood management area (NE)	Baselines and Targets TBC Sept 2007 (CMBC Tracker 2007)	TBC Sept 2007	TBC Sept 2007	TBC Sept 2007	CMBC	

¹⁸ SSC19a: Targets to be reviewed following detailed analysis of 2006/7 USPI results and development of delivery plan.

Block – Safer and Stronger Communities

Mandatory / other outcomes	Mandatory / Other indicators		Baselines 2006/7 Unless otherwise stated	Targets (including any stretch targets, & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Empower local people to have a greater voice and influence over local decision making and a greater role in public service delivery	SSC20	Mandatory Indicator					
		Increase in the percentage of people who feel that their local area is a place where people from different backgrounds can get on well together					
	SSC20a	In Calderdale ¹⁹	48.5% (2006/7 USPI results)	50%	51%	52%	CMBC
	SSC20b NTG	In Mixenden Initiative neighbourhood management area (NE)	Baselines and Targets tbc Sept 2007 (CMBC Tracker 2007)	TBC Sept 2007	TBC Sept 2007	TBC Sept 2007	CMBC
	SSC20c NTG	In Ovenden Initiative neighbourhood management area (NMP)		TBC Sept 2007	TBC Sept 2007	TBC Sept 2007	CMBC
SSC20d NTG	In Park Community Initiative neighbourhood management area (NE)	TBC Sept 2007		TBC Sept 2007	TBC Sept 2007	CMBC	

¹⁹ SSC20a: Targets to be reviewed following detailed analysis of 2006/7 USPI results and development of delivery plan.

Block – Safer and Stronger Communities

Mandatory / other outcomes	Mandatory / Other indicators		Baselines 2006/7 Unless otherwise stated	Targets (including any stretch targets, & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Improved quality of life for people in the most dis-advantaged neighbourhoods; service providers more responsive to neighbourhood needs; and improved service delivery	Mandatory where SSCF neighbourhood element and neighbourhood management pathfinders funding is received						CMBC
	SSC21	Percentage of residents (in areas receiving this funding – Mixenden, Ovenden and Park Community Initiative neighbourhood management areas) reporting an increase in satisfaction with their neighbourhoods. ²⁰	Baseline TBC Sept 2007 (CMBC Tracker Survey)	TBC Sept 2007	TBC Sept 2007	3% increase over 3 years	

²⁰ SSC21: As two of these areas were designated Neighbourhood Element areas only 12 months ago, this data has not been collected yet, and requires a new survey. Targets to be reviewed following detailed analysis of CMBC 2007 Tracker Survey

Block – Safer and Stronger Communities

Mandatory / other outcomes	Mandatory / Other indicators		Baselines 2006/7 Unless otherwise stated	Targets (including any stretch targets, & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Reduce re-offending (through addressing the using and support needs of offenders)	SSC22 (RE09)	Reduce levels of re-offending by increasing the number of those involved in criminal justice interventions provided with suitable and settled accommodation	54 (2005/6)	55 without stretch	60 without stretch	60 without stretch	CMBC
				61 with stretch (milestone)	67 with stretch (milestone) (128 cumulative 2007/8 and 2008/9)	74 with stretch (175 cumulative 2007/8, 2008/9 and 2009/10) (202 cumulative 2007/8, 2008/9 and 2009/10) Enhancement of 27 over 3 years	
Improved services for victims of domestic violence through targeted schemes	SSC23	Reduction in the re-offending by perpetrators of domestic violence	TBC Dec 2007	TBC Dec 2007	TBC Dec 2007	TBC Dec 2007	WY Police
	SSC24	Actions against domestic violence (BV225) ²¹	64% (2005/6) 100% (2006/7 target)	100%	100%	100%	CMBC

²¹ SSC24: The purpose of this measure is to assess the overall provision and effectiveness of local authority services designed to help victims of domestic violence and prevent further domestic violence.

Block – Safer and Stronger Communities

Mandatory / other outcomes	Mandatory / Other indicators		Baselines 2006/7 Unless otherwise stated	Targets (including any stretch targets, & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Enrich individual lives, strengthen communities and improve places where people live through culture and sport, including libraries and the historic environment	SSC25	Increase in the take up of cultural opportunities per 1,000 population in Calderdale:					CMBC
			(2005/6)				
	SSC25a	Overall	11564 per 1000	TBC Ap 07	TBC Apr 07	TBC Apr 07	
	SSC25b	Theatre	501 per 1000	TBC Ap 07	TBC Apr 07	TBC Apr 07	
	SSC25c	Cinema	227 per 1000	TBC Ap 07	TBC Apr 07	TBC Apr 07	
	SSC25d	Museums and art galleries	343 per 1000	TBC Ap 07	TBC Apr 07	TBC Apr 07	
	SSC25e	Libraries	4931 per 1000	TBC Ap 07	TBC Apr 07	TBC Apr 07	
	SSC25f	Sports facilities	5568 per 1000	TBC Ap 07	TBC Apr 07	TBC Apr 07	
SSC26	Increase overall satisfaction with cultural offer in Calderdale: a) Theatres b) Museums and art galleries c) Libraries d) Sports/Leisure facilities and events e) Parks and open spaces	Average satisfaction 59.6% (2006/7 USPI results)	TBC April 2007	TBC April 2007	TBC April 2007	CMBC	

Block – Safer and Stronger Communities

Mandatory / other outcomes	Mandatory / Other indicators		Baselines 2006/7 Unless otherwise stated	Targets (including any stretch targets, & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
To strengthen the Voluntary and Community Sector's (VCS) role in strategic decision making and in the planning and delivery of public services	SSC27	Increase in the number of Voluntary Community Sector (VCS) groups who are members of Calderdale Forum or the Community Network.	Baseline and targets to be determined March 2007	TBC March 2007	TBC March 2007	TBC March 2007	VA-C & CCF
	SSC28	Increase in the percentage of VCS groups and organisation confirming growth in activity in terms of:					VA-C & CCF
	SSC28a	Financial stability	Baseline and targets to be determined March 2007	TBC March 2007	TBC March 2007		
	SSC28b	Volunteering					
SSC28c	Supporting volunteering good practice						
To strengthen the Voluntary and Community Sector's (VCS) role in strategic decision making and in the planning and delivery of public services	SSC29	Satisfaction with influence of VCS in:	Baseline and targets to be determined March 2007	TBC March 2007	TBC March 2007	TBC March 2007	VA-C & CCF
	SSC29a	Planning of public sector services					
	SSC29b	Delivery of public sector services					

Block – Safer and Stronger Communities

Mandatory / other outcomes	Mandatory / Other indicators		Baselines 2006/7 Unless otherwise stated	Targets (including any stretch targets, & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
	SSC30	<p>Mandatory Indicator</p> <p>Increase in the number of people recorded as, or reporting that, they have engaged in formal volunteering on an average of at least two hours per week over the past year.</p>		17% (Calderdale Talkback Survey November 2006)	18.7%	20.6%	

Safer and Stronger Communities Block

Funding streams to be pooled centrally

Funding streams	Allocation		
	07/08	08/09	09/10
Anti-Social Behaviour Grant	£25,000	TBC April 2008	TBC April 2009
Building Safer Communities	£283,260 (Resource £206,780 Capital £76,480)	TBC April 2008	TBC April 2009
Drugs Strategy Partnership Support Grant	TBC April 2007	TBC April 2008	TBC April 2009
Neighbourhood Management Pathfinder (Ovenden Initiative) <i>(see also Environment Block)</i>	£344,000	TBC April 2008	TBC April 2009
Neighbourhood Element (Park Community Initiative and Mixenden Initiative) <i>(see also Environment Block)</i>	£581,000	£265,000	£258,000
Waste Performance and Efficiency Grant	see Environment Block	see Environment Block	see Environment Block

*awaiting details of settlement

Enabling measures

Agreed enabling measures	
None required	

5 Healthier Communities

- 5.1 The Government's Choosing Health White Paper, published in 2004, focused upon six key priority areas: tackling health inequalities; reducing the numbers of people who smoke; tackling obesity; improving sexual health; improving mental health and well being; and encouraging sensible drinking.
- 5.2 Each of these areas are addressed within the LAA and they reflect the key health priorities outlined in the Calderdale Annual Health Report 2005/6 and reinforce the priorities agreed by the Local Strategic Partnership through the Health Inequalities Partnership. The outcomes in this block are supported by a range of partners both within health, such as the Primary Care Trust, the local Foundation Trust and mental health trust, as well as partners across the LSP, including the voluntary sector.
- 5.3 Consequently, improving health and reducing inequalities outcomes can be identified in a number of the themes. For example: reducing levels of Incapacity Benefit through working with people with mental health problems is contained within the Economy and Enterprise theme; reducing levels of harm associated with alcohol in the Safer and Stronger Communities theme; and reducing levels of emergency unscheduled bed days within the Older Peoples theme. This demonstration of cross partnership working is essential as we seek to utilise the LAA to further achieve our ambition of ensuring people in Calderdale enjoy active, healthy lives no matter where they live in the district.
- 5.4 The recent Health Profile for Calderdale (2006) highlighted that: male life expectancy is significantly below average; life expectancy is lowest in the more deprived areas of Calderdale; there is an above average rate of death from smoking; and, that levels of child tooth decay are significantly above average. Therefore the Healthier Communities theme focuses on these issues, in addition to the priorities outlined in Choosing Health.
- 5.5 There is a focus on reducing health inequalities throughout this theme. The three-year rolling averages for death rates in Calderdale indicate that the gap between the least deprived and the most deprived super output areas (SOAs) has been widening since approximately 2000-02. Consequently, in the three years of the LAA, the target is to halt this increasing gap. This equates to a target of a 10% reduction in deaths within the most disadvantaged areas (most deprived 20% of SOAs) as compared to the projected figures that are based on trends over the past 10 years.
- 5.6 Action to ensure this reduction of deaths in the most disadvantaged areas will be particularly focused within primary care and in ensuring effective secondary prevention measures. This would mean action to improve primary care for people with established cardiovascular disease, cancer and ensure all evidence-based medicine is applied systematically within the most disadvantaged areas. This indicator will therefore particularly contribute to improving the quality of life of older people. Primary prevention aimed at reducing smoking, improving diet and increasing physical activity will also be important in the longer term and as such is reflected in other indicators. In terms of physical activity the focus in the LAA is on the reduction of sedentary lifestyles, but the number of people participating in at least 30 minutes moderate intensity sport or active recreation on 3 or more days a week will continue to be monitored through Sport England's current and future data. A thread that runs through this and other themes is the need to take action within the

workplace setting. This is one of the means to ensure men's health is improved and it also builds upon the regionally and nationally recognised workplace health promotion programmes that have been developed in Calderdale.

- 5.7 The overall focus of the work is to support lifestyle change and one of the key levers to achieve this will be through work in primary care settings. The PCT is utilising the LAA to develop a series of inspirational health outcome goals in order to drive up performance and improvement in all commissioned services.
- 5.8 The LAA outcomes and indicators within this block particularly focus on both improving child and adult health. We have focussed upon a healthy start for children through stretch targets to reduce smoking during pregnancy and an indicator to improve breastfeeding maintenance rates. These will particularly focus upon the most disadvantaged areas where rates are considerably worse than the average. For example, the smoking rate for pregnant women in the most disadvantaged areas is 27% compared to a rate in the least deprived areas of 8%. This will contribute to the stretch target on smoking quitters set out below. Increasing the range and effectiveness of oral health measures to reduce the high level of decayed missing and filled teeth, and targets on reducing levels of child obesity comprise the other health priorities for children within the block. These contribute to the outcome of improving the health of young people in the Children and Young People theme.
- 5.9 Two stretch targets have been proposed within this theme, namely increasing the number of smoking quitters (including smoking and pregnancy targets) and increasing the number of people who lose weight through personalised weight management programmes. These stretch targets will support reductions in all age all cause mortality and activities to support them will have a focus in the 20% most disadvantaged super output areas.
- 5.10 These stretch targets along with programmes on alcohol, included in the safer and stronger communities theme will support a comprehensive lifestyle health programme across primary care, neighbourhoods and the workplace. Action on these stretch targets is further supported by a focus on increasing levels of physical activity through walking and cycling, which is identified in this and the Environment theme.
- 5.11 We have selected the targets and indicators in this theme on the basis of national and local priorities that will have the greatest impact on reducing the all age all cause mortality gap. The Healthy Communities theme, in common with other themes, has an explicit focus upon reducing the gap between the most and least deprived communities in Calderdale.

Block – Healthier Communities

Mandatory / Other outcomes	Mandatory / Other Indicators		Baselines 2006/7 (Unless otherwise stated)	Targets (including any stretch targets, & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Improved Health and reduced health inequalities	HC01	Mandatory Indicator	Gap in directly standardised rates between most and least deprived quintiles of population is 35.9 (2003-05) Most deprived quintile death rate of 84.65 per 10,000 Least deprived rate of 48.79 per 10,000	36.9 (04-06 data)	36.5 (05-07 data)	35.9 (06-08 data)	PCT
	NTG	Reduce health inequalities within the local authority area, by narrowing the gap in all-age, all-cause mortality					

Block – Healthier Communities

Mandatory / Other outcomes	Mandatory / Other Indicators		Baselines 2006/7 (Unless otherwise stated)	Targets (including any stretch targets, & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
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)	HC02 (RE10)	Increase in the number of 4-week smoking quitters	1085 (2005/6)	1100 without stretch 1250 with stretch (milestone)	1100 without stretch (2200 cumulative 2007/8 and 2008/9) 1350 with stretch (milestone) (2600 cumulative 2007/8 and 2008/9)	1100 without stretch (3300 cumulative 2007/8, 2008/9 and 2009/10) 1500 with stretch (4100 cumulative 2007/8, 2008/9 and 2009/10) Enhancement of 800 smoking quitters over 3 years	PCT

Block – Healthier Communities

Mandatory / Other outcomes	Mandatory / Other Indicators		Baselines 2006/7 (Unless otherwise stated)	Targets (including any stretch targets, & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
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)	HC03	Reduction in smoking at delivery	18.3% (2005/6)	17.3%	16.3%	15.3%	PCT
	HC04 (RE11)	<p>Increase in the number of recorded obese and overweight individuals losing weight through a personalised weight management programme</p> <p>Stretch will achieve 950 people extra losing weight when compared to non stretch</p>	<p>190 individuals lost approx 5% of body weight (2005/6)</p>	<p>250 without stretch</p> <p>450 with stretch (milestone)</p>	<p>300 without stretch</p> <p>(550 cumulative 2007/8 and 2008/9)</p> <p>600 with stretch (milestone)</p> <p>(1050 cumulative 2007/8 and 2008/9)</p>	<p>350 without stretch</p> <p>(900 cumulative 2007/8, 2008/9 and 2009/10)</p> <p>800 with stretch</p> <p>(1850 cumulative 2007/8, 2008/9 and 2009/10)</p> <p>Enhancement of 950 people over 3 years</p>	PCT

Block – Healthier Communities

Mandatory / Other outcomes	Mandatory / Other Indicators		Baselines 2006/7 (Unless otherwise stated)	Targets (including any stretch targets, & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
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)	HC05	Prevalence of obesity among primary school aged children	11% (2007)	Target agreed April 2007	Target agreed April 2007	Level as per 08/09 year ie halted year on year increase	PCT
	HC06 NTG	Increase in breastfeeding maintenance rates at first visit: Narrow the gap between % of women in the most deprived quintile breastfeeding and District average					PCT
	HC06a	Calderdale average	52% (2005/6)	52%	53%	54%	
	HC06b	Most deprived quintile	40% (2005/6)	40%	42%	44%	
	HC07	Reduction in people with a sedentary lifestyle through an increase in the % of people taking part in 1x30 minutes of moderate intensity physical activity per week					CMBC Community Services
	HC07a	In Calderdale	Baseline available through survey May 2007	1% increase	1% increase	1% increase	
	HC07b NTG	in Ovenden, Mixenden and Park neighbourhood management areas		1%	1%	2%	
Oral health	HC08	Reduce levels of decayed missing and filled (dmf) teeth in children under 5	2.04 decayed missing and filled teeth (July 2006)	Action plans in place	1.9 decayed missing & filled teeth (Data available July 08 survey)	1.7 decayed missing & filled teeth (Data available July 2010 survey)	PCT

Funding Stream information Healthier Communities

Funding streams to be pooled centrally

Funding streams*	Allocation		
	07/08	08/09	09/10
No pooled funding streams identified			

Enabling measures for Healthier Communities Block

Agreed enabling measures	
None required	

6 Older People

- 6.1 Nationally the focus on older people is moving towards a more positive emphasis on well-being and active involvement and engagement with the wider community. Locally, our analysis indicates that one of the distinctive features in Calderdale is that the numbers of people over 50 is forecast to increase substantially and higher than the national average over the next 10 years. The numbers aged 65+ are forecast to increase slowly up to 2008 with rapid growth, particularly in ages 65-74 and 85+ after 2008. By 2018 there are forecast to be 37% more 65-74 year-olds and 35% more people aged 85+. These changes include an increasing number who may be frailer and/or have long-term medical conditions, raising potential issues of health inequalities.
- 6.2 The approach to addressing older peoples' needs in Calderdale is moving towards this broader more holistic agenda, including prevention rather than only focussing on the delivery of a range of traditional health and social care services. The inclusion of a separate Older People's theme in this LAA is testament to the seriousness with which partners are addressing older people's issues. Calderdale has been selected as a Partnership for Older People Projects pilot by the Department of Health.
- 6.3 There is recognition that health and social care services are an important part of the support that older people value but only a small part of the experience of growing older. Other issues impacting on older people, such as housing, leisure services, money and community are also important and are addressed through this LAA.
- 6.4 This LAA addresses all aspects of Calderdale's developing approach to older people and sets out our key priorities in relation to this age group. Notwithstanding the broader agenda which Calderdale's partner agencies are determined to address, it is recognised that for many adults health and social care services remain crucial. We have identified five areas that we consider to be priorities over the next three years. Of these five, we have identified reductions in the number of emergency unscheduled bed days for the over 65's and increases in direct payments as the major focus of this LAA, seeking to achieve stretch targets in both areas.
- 6.5 Both these issues are seen as key by partner agencies because they are crucial in ensuring the long-term independence of older people. For example, for many older people the causes of emergency stays in hospital such as falls often lead to reductions in their ability to maintain independent living and impact upon their longer term health.
- 6.6 In addition to the benefits to older people, addressing areas of under-performance or where improvement is required have been key factors in determining service areas for inclusion in this LAA. Thus, improved satisfaction with home care services and reductions in the length of time older people wait for assessments have also been included here. We are also seeking to reduce the numbers of people admitted to residential and nursing care thereby increasing the numbers of people staying in their own homes. Given the population projections this is a particularly challenging target. Extra Care tenancies are further way of helping exceedingly frail people to remain independent.
- 6.7 There is recognition that many of the issues of concern to older people lie outside traditional health and social service provision. A high proportion of older owner-

occupied properties in Calderdale means that, in relation to older people, there are three linked priority issues to be addressed – ensuring a decent standard of housing, providing warm housing and assisting in the avoidance of fuel poverty and encouraging take-up of benefit entitlements, such as housing benefit. With regard to benefit entitlement, improving take-up will have a major impact on the economic wellbeing of older people, and targeting areas of low take-up will assist in achieving a key objective of this LAA which is to narrow the gap between older people in the most deprived and least deprived parts of the District.

- 6.8 Stretch targets have been set for increasing the number of households with affordable warmth measures installed. This is a key issue for older people as a result of the poor energy efficiency of Calderdale's older housing and the existence of fuel poverty in particular parts of the District. Achievement of this target will help to reduce the number of older people experiencing fuel poverty and improve health by reducing cold related illnesses, thus contributing to another stretch – reducing the number of emergency bed days.
- 6.9 Our priorities in increasing the contribution that older people make to the lives of the community are to seek more use of local facilities and encourage more volunteering and community participation among those aged 50+. Reducing worklessness amongst the 50+ age group is also a key priority. As well as encouraging self-worth, this also promotes economic well-being.
- 6.10 Improving the health of older people is a key priority for this LAA and key health issues for older people – reductions in mortality rates, increasing the number of smoking quitters and increases in physical activity rates – are addressed within the Healthier Communities theme. Similarly a key issue for older people is fear of crime and this is being addressed through the Safer and Stronger Communities theme.
- 6.11 Older people are a diverse population. Their definitions of what represents a life worth living and the support needed to achieve that are driving the emerging Calderdale agenda. The indicators and targets set out in this theme have been selected as our priorities because they address issues where performance needs to be improved if older people are to receive quality services and because they represent areas where we can make the most impact in improving the quality of life of older people.

Block – Older People

Mandatory / Other outcomes	Mandatory / Other indicators		Baselines 2006/7 (Unless otherwise stated)	Targets (including any stretch targets, & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Improved Health	OP01 (RE12)	Reduction in the number of emergency unscheduled bed days occupied by a person aged 65 and over	93,092 days (2005/6)	0.25% from baseline (233) without stretch 1% from baseline (931) with stretch (milestone)	0.5% from baseline (465) without stretch 2% from baseline (1862) with stretch (milestone)	1% from baseline (931) without stretch 3.34% from baseline (3109) with stretch Enhancement of 2178 fewer EBD in 2009/10	PCT
Improved Quality of Life	OP02	Improvements in the levels of satisfaction of people aged 65 and over using home services	61.1% (2005/6)	65%	70%	75%	CMBC Adult Services
	OP03	The number of private sector properties occupied by vulnerable households brought up to decent home standards in each year with assistance from the local authority (Non-RSL).	129 (2005/6)	140	150	160	CMBC Housing Services
	OP04	Increase in the % of assessments of older people completed within 4 weeks	46% (2005/6)	65%	70%	75%	CMBC Adult Services

Block – Older People

Mandatory / Other outcomes	Mandatory / Other indicators		Baselines 2006/7 (Unless otherwise stated)	Targets (including any stretch targets, & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Making a Positive Contribution	OP05a	Increase in the number of older people using local facilities	Baseline to be established in April 2007 from Calderdale TalkBack Survey	Targets to be set in April 2007	Targets to be set in April 2007	Targets to be set in April 2007	CMBC Adult Services
	OP05b	Increase in the number of older people volunteering and participating more in the community generally					
	OP06	Reduction in the percentage of 50+ workless people	6204 (9.3%) July 2006	TBC March 2007	TBC March 2007	TBC March 2007	
Choice & Control	OP07	Increase in the proportion of older people supported to live in their own homes					CMBC Supporting People CMBC Adult Services Pennine Housing 2000
	OP07a	Increase in the number of older people supported via Supporting People services	2048 (2005/6)	2100	2200	2300	
	OP07b	Reduction in the number of people aged 65 and over being admitted to residential/nursing care	101 (2005/6)	90	85	80	
	OP07c	Availability of Extra Care Housing Tenancies provided	78 (2005/6)	78	120	120	

Block – Older People

Mandatory / Other outcomes	Mandatory / Other indicators		Baselines 2006/7 (Unless otherwise stated)	Targets (including any stretch targets, & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Choice & Control	OP08 (RE13)	Adults and older people receiving direct payments at 31 March per 100,000 population aged 18 or over.	62 (2005/6)	85 per 100,000 without stretch	90 per 100,000 without stretch	110 per 100,000 without stretch	CMBC Adult Services
		(PAF C51)		110 per 100,000 with stretch (milestone)	130 per 100,000 with stretch (milestone)	150 per 100,000 with stretch Enhancement of 40 per 100,000 in 2009/10	
Economic Wellbeing	OP09a	Increased level of take up of key benefits amongst older people (60+)	24080 (2005/6)	1.5%	2%	2%	CMBC Corporate Services
	OP09b NTG	Narrow the gap in levels of benefit take up amongst older people (60+) in the District.	Analysis of data and agreement on areas of low take-up during first year	Baseline TBC July 2007	TBC July 2007	TBC July 2007	CMBC Corporate Services

Block – Older People

Mandatory / Other outcomes	Mandatory / Other indicators		Baselines 2006/7 (Unless otherwise stated)	Targets (including any stretch targets, & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Economic Wellbeing	OP10 (RE14)	Number of vulnerable households with affordable warmth measures installed	1932 (2005/6)	2100 without stretch 2400 with stretch (milestone)	2200 without stretch (4300 cumulative 2007/8 and 2008/9) 2500 with stretch (milestone) (4900 cumulative 2007/8 and 2008/9)	2300 without stretch (6600 cumulative 2007/8, 2008/9 and 2009/10) 2600 with stretch (7500 cumulative 2007/8, 2008/9 and 2009/10) Enhance-ment of 900 more households over 3 years	CMBC Housing

Funding Stream information Older People

Funding streams to be pooled centrally

Funding streams	Allocation		
	07/08	08/09	09/10
No pooled funding streams identified			

Enabling measures for Older People Block

Agreed enabling measures	
None required	

7 Children and Young People

- 7.1 The children and young people's element of the LAA complements but does not unnecessarily replicate Calderdale's Children and Young People's Plan. The LAA fully reflects the top partnership priorities we have identified in our Children and Young People's Plan to improve the lives and well-being of Calderdale's children and young people. These have been expressed in terms of the five Every Child Matters outcomes. Our increasingly integrated approach is also demonstrated in the number of children and young people related indicators that, in consultation with partners and agencies it has been agreed should be included in the Healthier Communities, Economy and Enterprise and Safer and Stronger Communities themes.
- 7.2 The indicators and actions in the LAA are all included in our Children and Young People's Plan, which provides a wider set of indicators and actions. The indicators we have selected for inclusion in the LAA are those where effective multi-agency working is of paramount importance whereas the Children and Young People's Plan indicators also include those that are single agency responsibilities.
- 7.3 Being Healthy - Improving young people's sexual health and reducing the number of teenage pregnancies is a top priority. While the number of teenage pregnancies is declining, we have a lot to do to achieve the 2010 national target and there is considerable variation between localities. We are therefore proposing to include a specific target for the North Halifax area where, currently, rates are significantly higher than the Calderdale average.
- 7.4 Reducing children and young people's health inequalities both between different localities and groups of children and young people is a top priority. Across Calderdale, birth rates, infant mortality and breast feeding rates are broadly in line with national averages. However, there is significant variation between localities. As part of Calderdale's wider health inequalities strategy, we are developing a more coherent strategic approach in order to ensure that targeted multi-agency support is appropriately strategically planned and effectively delivered. This coherent approach is particularly necessary as, in these localities, children and young people achieve significantly poorer outcomes in many other aspects of their lives and we need to ensure a fully joined up response to the very significant challenges they face. We are working closely with our neighbourhood management schemes to focus on particularly challenging localities. We propose to progress our priorities in this area through the Healthier Communities theme.
- 7.5 Ensuring that children and young people with mental health difficulties receive effective support is also a top priority. The number of children and young people with identified mental health issues is rising and we need to ensure a rapid and effective multi-agency response to support these particularly vulnerable children and young people.
- 7.6 Staying Safe – Further developing multi-agency capacity for early assessment, intervention and prevention for vulnerable children and young people is a top priority. Although improvements have been made to the numbers of initial and core assessments completed within timescales, this is still not consistent. More needs to be done to ensure that the well-being of all children and young people who are referred is addressed, in particular if they do not meet the required threshold for

social care. We also need to focus more on early intervention and prevention in order to avoid families who are at risk going into crisis.

- 7.7 We have recognised that reducing the number of children and young people who are affected by domestic violence or who are at risk of sexual exploitation are two key areas to address. We need to further develop the capacity to support as many children and young people as possible who are affected by domestic violence in order to prevent re-referrals. We will pursue the tackling of domestic violence through the Safer and Stronger Communities theme. There is growing awareness among agencies about the risk to young people of sexual exploitation. An increasing number of young people are being referred and we need to ensure appropriate ongoing support and take steps to intervene early to reduce this risk.
- 7.8 Of all the five Every Child Matters outcomes, we know we need to focus particular attention on supporting all children and young people to stay safe. This was confirmed by the Joint Area Review. This is the area where we will focus most of our attention and additional resources at least until 2008.
- 7.9 Enjoying and Achieving - While standards of achievement in Calderdale schools up to and including Key Stage 4 are generally good and improving, we acknowledge the need to address the variability in standards between schools. We are therefore proposing to include a locality focused indicator on raising standards in the six primary schools and the secondary school that are members of the North Halifax Federation.
- 7.10 Many vulnerable groups of children and young people are being effectively supported to achieve their potential. The educational attainment of looked after children and young people is improving and is now higher than the national average. Many pupils with special educational needs also achieve well. However, the further development of our integrated children's services agenda gives us the opportunity to develop a wider understanding of the barriers to effective learning for individual children and young people and to develop multi-agency strategies to break down these barriers.
- 7.11 Making a Positive Contribution - Strong multi-agency working is having a positive effect on reducing anti-social behaviour, youth offending and re-offending. However, we recognise that we need to continue to target this particularly vulnerable group of young people as a top priority. As part of our approach to prevention, we recognise that we need to do more to intervene early and to further develop a proactive approach to prevention. We are therefore planning to put much more emphasis on developing a shared understanding of restorative justice and behaviour management and to further develop joint multi-agency working to strengthen preventative services. Our priorities in the area will be pursued through the Safer and Stronger Communities theme.
- 7.12 Opportunities for all children and young people to participate in decision making about their lives and the services that affect them lies at the heart of our local change for children programme. While many opportunities to be involved in decision making already exist, these are not always available and accessible to all groups of children and young people wherever they live in Calderdale. We also need to ensure that young people believe that this involvement is meaningful and that their views are listened to and respected.

- 7.13 Achieving Economic well-being – the Achieving Economic Well-being outcomes in our Children and Young People’s Plan include key measures that contribute towards Calderdale’s skills agenda. In particular, we are concerned to strengthen 13-19 pathways and improve performance of 19 year olds at all levels.
- 7.14 The range of programmes has recently improved, but there remains a shortage of work-based training and related provision. A collaborative 13-19 strategy has been developed based on a clear needs analysis. As a priority, we are now implementing the strategy and need to ensure that the current momentum is maintained. We will pursue our priorities in this area through the Economy and Enterprise theme.
- 7.15 We need to ensure that the most vulnerable groups of young people are supported to make an effective transition to adult life and, where possible, independent living. Looked after young people are well supported to make an effective transition to adult life. We need to ensure that this good performance continues while, at the same time, provide more local employment and training opportunities for young people who have learning difficulties or are disabled. There are specific gaps in provision for young people with more complex needs and for young people who are over 19 years of age and there is a need to develop and implement a multi-agency strategy to meet these particular needs.

Block – Children and Young People

Mandatory /Other Outcomes	Mandatory/ Other Indicators		Baselines 2006/7 (Unless otherwise stated)	Targets (including any stretch targets, & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Being Healthy	Mandatory where Teenage Pregnancy Grant is received						
	CYP01a	Teenage pregnancy: the rate of conceptions among girls aged under 18 resident in the area, per 1,000 females 15-17 resident in the area ²²	43 (2004 data)	36.7 (2006 data)	33.9 (2007 data)	31.3 (2008 data)	CMBC
	CYP01b NTG	The rate of conceptions among girls under 18 resident in North Halifax per 1000 females 15-17 in the area ²³	82 (2001-3 data)	64.6 (2004-6 data)	60.0 (2005-7 data)	55.1 (2006-8 data)	CMBC
	CYP02a ²⁴ NTG	Full range of CAMHS services for children and young people with learning disabilities	1 (2005/6) 2006/7 baseline TBC March 2007	TBC March 2007	TBC March 2007	TBC March 2007	PCT
CYP02b ²⁵ NTG	16 and 17 year olds who require mental health services have access to services appropriate to their age and level of maturity	4 (2005/6) 2006/7 baseline TBC May 2007	TBC May 2007	TBC May 2007	TBC May 2007	PCT	

²² CYP01a: The national data is released to the authority in the February two years after the year the data relates to.

²³ CYP01b: The reporting year assumes 3-year ONS ward averages will be available to us at the same time as provisional rate data release (February of each year).

²⁴ CYP02a-d Indicators refer to the new national reporting system for showing progress made toward a comprehensive children and adolescent mental health service. The indicators are reported upon annually using a self-assessment matrix.

²⁵ See above footnote.

Block – Children and Young People

Mandatory /Other Outcomes	Mandatory/ Other Indicators		Baselines 2006/7 (Unless otherwise stated)	Targets (including any stretch targets, & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Being Healthy	CYP02c ²⁶ NTG	Arrangements in place to ensure that 24 hour cover is available to meet urgent mental health needs of children and young people and for a specialist mental health assessment to be undertaken within 24 hours or the next working day, where indicated	3 (2005/6) 2006/7 baseline TBC May 2007	TBC May 2007	TBC May 2007	TBC May 2007	PCT
	CYP02d ²⁷ NTG	Protocols in place for partnership working between agencies for children and young people with complex, persistent and severe behavioural and mental health needs	1 (2005/6) 2006/7 baseline TBC May 2007	TBC May 2007	TBC May 2007	TBC May 2007	CMBC
Staying Safe	CYP03a NTG	Initial assessments: proportion of initial assessments completed within timescales	76.8% (2005/6 actual) 75% (2006/7 target)	79%	83%	87%	CMBC
	CYP03b NTG	Core assessments: proportion of core assessments completed within timescales	63.3% (2005/6 actual) 70% (2006/7 target)	72%	77%	82%	CMBC

²⁶ CYP02a-d Indicators refer to the new national reporting system for showing progress made toward a comprehensive children and adolescent mental health service. The indicators are reported upon annually using a self-assessment matrix.

²⁷ See above footnote.

Block – Children and Young People

Mandatory /Other Outcomes	Mandatory/ Other Indicators		Baselines 2006/7 (Unless otherwise stated)	Targets (including any stretch targets, & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Staying Safe	CYP04a ²⁸ NTG	Child protection referrals: number of children on the child protection register per 10,000 aged under 18	19.3 (2005/6 actual) 23 (2006/7 target)	24	25	25	CMBC
	CYP04b ²⁹ NTG	Child protection referrals: re-registrations on the Child Protection Register	16.4% (2005/6 actual) 13% (2006/7 target)	12%	12%	12%	CMBC
Enjoying and Achieving	CYP05a	GCSE or equivalent results: the percentage of pupils in schools maintained by the authority achieving 5 or more GCSE or equivalent grades A* - C including English and mathematics	43.8% (2006/7)	46%	50%	TBC Jan 2008	Schools

²⁸ CYP04a: The optimum referral rate for child protection is 25 per 10,000 of the population, set in accordance with CSCI Guidance as a threshold for top performance

²⁹ CYP04b: The optimum re-referral rate is 12%, set in accordance with CSCI Guidance as a threshold for top performance

Block – Children and Young People

Mandatory /Other Outcomes	Mandatory/ Other Indicators		Baselines 2006/7 (Unless otherwise stated)	Targets (including any stretch targets, & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Enjoying and Achieving	CYP05b	GCSE or equivalent results: the percentage of 15 year old pupils in schools maintained by the authority achieving 5 or more GCSEs at A* - C grades or equivalent	58.1% (2006/7)	58.2%	63%	TBC Jan 2008	Schools
Enjoying and Achieving	CYP06 NTG	Achievement of schools in the North Halifax Federation:					
	CYP06a	The percentage of pupils in the 6 primary schools in the North Halifax Federation achieving level 4 or above in the Key Stage 2 English test	2006/7 68% - compared to 80% across Calderdale	74%	TBC May 2007	TBC May 2008	Schools
	CYP06b	The percentage of pupils in the 6 primary schools in the North Halifax Federation achieving level 4 or above in the Key Stage 2 Maths test	73% - compared to 80% across Calderdale	77%	TBC May 2007	TBC May 2008	Schools
	CYP06c	The percentage of pupils in the secondary school in the North Halifax Federation achieving level 5 or above in the Key Stage 3 English test	29%	61%	TBC May 2007	TBC May 2008	Schools

Block – Children and Young People

Mandatory /Other Outcomes	Mandatory/ Other Indicators		Baselines 2006/7 (Unless otherwise stated)	Targets (including any stretch targets, & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Enjoying and Achieving	CYP06d	The percentage of pupils in the secondary school in the North Halifax Federation achieving level 5 or above in the Key Stage 3 Maths test	41%	56%	TBC May 2007	TBC May 2008	Schools
	CYP06e	The percentage of pupils in the secondary school in the North Halifax Federation achieving level 5 or above in the Key Stage 3 Science test	35%	53%	TBC May 2007	TBC May 2008	Schools
	CYP06f	The percentage of pupils in the secondary school in the North Halifax Federation achieving 5 or more GCSE or equivalent passes at A*-C	19%	24%	TBC May 2007	TBC May 2008	Schools
	CYP06g	The percentage of pupils in the secondary school in the North Halifax Federation achieving 5 or more GCSE or equivalent passes at A*-C including English and Maths	4%	13%	TBC May 2007	TBC May 2008	Schools

Block – Children and Young People

Mandatory /Other Outcomes	Mandatory/ Other Indicators		Baselines 2006/7 (Unless otherwise stated)	Targets (including any stretch targets, & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Enjoying and Achieving		Attendance of Schools in the North Halifax Federation					CMBC
	CYP07 NTG	Percentage of half days missed by pupils in the primary schools in the North Halifax Federation	2006/7				
	CYP07a	Dean Field	7.7%	7.0%	TBC Jan 08	TBC Jan 09	
	CYP07b	Lee Mount	5.8%	4.9%	TBC Jan 08	TBC Jan 09	
	CYP07c	Whitehill	5.3%	4.1%	TBC Jan 08	TBC Jan 09	
	CYP07d	Abbey Park	5.0%	4.1%	TBC Jan 08	TBC Jan 09	
	CYP07e	Ash Green	5.6%	4.1%	TBC Jan 08	TBC Jan 09	
	CYP07f	Moorside	6.1%	6.0%	TBC Jan 08	TBC Jan 09	
CYP07g	Percentage of half days missed by the pupils in the secondary school in the North Halifax Federation	17.7%	13.0%	TBC Jan 08	TBC Jan 09		

Block – Children and Young People							
Mandatory /Other Outcomes	Mandatory/ Other Indicators		Baselines 2006/7 (Unless otherwise stated)	Targets (including any stretch targets, & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Enjoying and Achieving	CYP08a NTG	Achievement of looked after children: Of looked after children in year 11 who were eligible for GCSE or equivalent, the proportion who sat at least 1 GCSE or equivalent.	75% (2006/7)	82%	86%	90%	CMBC
	CYP08b NTG	Achievement of looked after children: Of looked after children in year 11 who were eligible for GCSE or equivalent, the proportion who achieved 5 GCSE's at grades A*-C ³⁰	12% (2005/6) 21% (2006/7)	16%	19%	22%	CMBC
Making a Positive Contribution	CYP09 NTG	Offending of looked after children: the percentage of children aged 10 – 17 who have been looked after for 12 months or more who were convicted, received a final warning or reprimand	11.2% (2006/7)	11%	10%	9%	CMBC
	CYP10	Level of satisfaction of young people aged 13-19 years with regard to their opportunities to influence important decisions	34% (2006/7 actual)	35.2%	45%	50%	CMBC

³⁰ CYP08b: The 2006/7 result is significantly higher than expected. The targets are in keeping with realistic expectations based on previous years results.

Block – Children and Young People

Mandatory /Other Outcomes	Mandatory/ Other Indicators		Baselines 2006/7 (Unless otherwise stated)	Targets (including any stretch targets, & their annual unstretched targets)			Lead partner
	Ref	Description		2007/8	2008/9	2009/10	
Making a Positive Contribution	CYP11	Level of satisfaction of those children and young people who have participated actively in decision making that they have been able to influence decisions	Baseline and targets to be confirmed by May 2007	TBC Sept 2007	TBC Sept 2007	TBC Sept 2007	CMBC
Achieving Economic well-being	NA	<p>Mandatory where Connexions funding is received</p> <p>Percentage of 16-18 year olds not in education, employment or training</p> <p>This indicator is incorporated in the Economy and Enterprise block</p>					

Funding Stream information Children and Young People Block

Funding streams to be pooled centrally

Funding streams	Allocation		
	07/08	08/09	09/10
Children 's Services Grant	£737,698	Awaited*	Awaited*
Key Stage 3 - Behaviour and Attendance	£68,300	TBC Feb 2008	TBC Feb 2009
Key Stage 3 - Central Coordination	£144,787	TBC Feb 2008	TBC Feb 2009
Positive Activities for Young People	£191,601	Awaited*	Awaited*
Primary Strategy Central Coordination	£165,680	Awaited*	Awaited*
School Travel Advisers ³¹	£31,000	Awaited*	Awaited*
School Development Grant	£310,666	TBC Feb 2008	TBC Feb 2009
Children's Fund	£200,000		
Extended Schools	£438,965		
Teenage Pregnancy	£136,000		
Healthy Schools	£62,018		
School Improvement Partners	£68,559		

*awaiting details of settlement

Enabling measures for Children and Young People Block

Agreed enabling measures	
None required	

³¹ Mandatory indicators for Schools Travel Advisers Grant are included within the Environment Block template on p32 under EV14

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 ₂ 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 CO₂ emission reductions from the Council's operational buildings fleets, street-lighting, and schools

Indicator by which performance will be measured

The amount of CO₂ (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-offending³² by increasing the number of those involved in criminal justice interventions³³ provided with suitable and settled accommodation³⁴

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 homeless³⁵.

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.

³² Measure used to show performance will be LAA targets SSC01a and SSC04

³³ 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

³⁴ Defined as a tenancy sustained for at least six months

³⁵ 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

Affordable warmth measure	2007/8	2008/9	2009/10
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
Total	2400	2500	2600

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.

Appendices

Appendix A

Calderdale Statement of Voluntary and Community Sector Involvement

Calderdale Forward is committed to ensuring that a diverse range of voluntary and community groups are involved in policy-shaping, decision making, resource allocation, narrowing the gap and service delivery across the District and in neighbourhoods. Calderdale Forward is committed to ensuring that local public services meet the needs of local communities and are delivered by whoever is best placed to meet these needs. To this end partners will seek to engage providers, including the VCS where they are best placed to deliver local services.

Calderdale's LAA is based on a shared understanding that all partners are responsible for achieving this.

Listening to residents

We are committed to ensuring that local people's priorities shape the strategic direction of Calderdale. The Calderdale Community Forum, other voluntary and community sector bodies, the Council and other public sector services use a variety of approaches to consult, involve and empower local people.

In Calderdale, the Calderdale Forward Community Engagement Partnership has been responsible for developing a common approach to community engagement across the LSP. Drawing on a wide range of experience from public sector and VCS partners alike, the CEP has adopted a Statement and Policy Framework on Inclusive Consultations to ensure partners deliver a consistent and effective approach. The Statement includes commitments to undertake joint consultations where appropriate and share the results of consultations. Partners are exploring the potential for developing the Council's web-based Consultation information facility, Calderdale Engage, to include initiatives undertaken by partners and this will be operational by Summer 2007.

Building on existing partnership working

Calderdale's LAA is built on a broad base of existing partnership working with the voluntary and community sector. The Calderdale Forward Board has included 4 voluntary and community sector representatives. A fit for purpose review of the LSP has agreed to maintain VCS representation at this level in the new Calderdale Forward Board, which first meets in April 2007. The Calderdale Forward Forum, which is the consultation forum of the LSP and draws heavily upon voluntary and community sector membership, was involved in the preparation of Calderdale's Community Strategy – the Futures Plan – and in the LAA.

In addition to its responsibilities for developing a shared approach to community engagement and providing input into the development of the Futures Plan (Calderdale's community strategy), Calderdale's Community Engagement Partnership has also taken responsibility for overseeing the implementation and development of the Calderdale Compact and reporting progress to Calderdale Forward. The fact that the Local Strategic Partnership owns the Calderdale Compact is in line with national guidance and demonstrates strategic commitment across all sectors in the district. The Compact Steering Group, with representatives from the public, private and voluntary and community sectors, has produced a Compact toolkit to help organisations identify the steps they need

to take to be 'Compact compliant'. A number of key organisations, including the Council and the Primary Care Trust, as well as voluntary sector infrastructure projects, have signed up to the Compact.

Representatives of the voluntary and community sector are engaged in all the existing partnerships that are part of the Calderdale family and will play a role in the partnership arrangements that are currently being set up.

Developing the LAA together

There is a commitment to keeping the VCS informed about the LAA process and to consulting on the development and implementation of the LAA.

At an early stage in the process the LSP commissioned the Calderdale Community Forum (the voice of the VCS in Calderdale) to undertake research into the following issues:

- how VCS organisations are currently in a position to contribute to the identification and delivery of outcomes in the Local Area Agreement;
- what unique roles and added value they can bring to the process and,
- the opportunities for and barriers to securing increased VCS contribution to the development and delivery of the Local Area Agreement now and in the future.

The output of this research was a report to the Calderdale Forward Board which made recommendations around the following issues: the development of Calderdale Community Forum – its role and capacity, public service delivery by VCS organisations and support for smaller VCS organisations. The report also contributed to this Statement of Voluntary and Community Involvement.

Underpinning this, the Community Forum has had one or more named representatives of their Management Committee on all 6 of the theme groups responsible for developing the LAA. This is in addition to specific VCS representation on theme groups e.g. Age Concern on the Older People's Theme Group, Calderdale Women's Centre on the Safer and Stronger Communities Theme Group. Thus the VCS has been informed of, and involved in, the emerging priorities, targets and actions in each of the 6 LAA themes.

Other key VCS inputs have occurred through the Network Development Project which covers the areas of Healthy Communities and Children and Young People. The Networks aim to improve communication, information and partnership working to build both the strength of the sector to deliver services and represent the voluntary and community sectors interests as a whole.

Keeping the VCS informed about the developing LAA has been the responsibility of the Community Forum. A number of events and mailings on the LAA have taken place including an "Are the LAAs going over your head" event in September. Briefings and bulletins for the VCS have been produced and circulated by the Community Forum and Voluntary Action Calderdale.

A specific opportunity to ensure wide VCS contribution to the Safer and Stronger Communities Theme was held and several specific indicators relating to the VCS came out of that event.

Implementing the LAA for Calderdale

The LAA will increase opportunities for voluntary and community sector organisations to shape and deliver local services, for example through VCS involvement in the six theme delivery partnerships.

Empowering local people to influence decision-making and the delivery of local services is a key agenda. The new Safer and Stronger Communities Delivery Partnership will be responsible for increasing the capacity of local communities, with genuine community engagement. Voluntary and Community Sector organisations are already involved and are influencing the delivery of local services but have potential for further engagement. A forum is being developed from the Calderdale Forward Community Engagement Partnership that will sit as a specific group within the Safer and Stronger Communities Delivery Partnership. Also in the Safer and Stronger Communities Theme we have incorporated an indicator on the strength of the voluntary and community sector's role in strategic decision-making and in the planning and delivery of public services.

The development of neighbourhood management and the two neighbourhood element pilot areas in Calderdale provides opportunities for local VCS organisations, including residents' groups to participate in the design, running and performance management of local services.

The decision to continue VCS representation on the Board at existing levels is further evidence of the LSP's commitment to involve VCS at all levels of decision-making in Calderdale.

Appendix B


Glossary of Acronyms


<u>Acronym</u>	<u>Term</u>
Ktonne	1000 tonnes
ABC	Acceptable Behaviour Contract
ASB	Anti-social Behaviour
ASBO	Anti-social Behaviour Order
APS	Average Points Score
BV	Best Value
BVPI	Best Value Performance Indicator
BME	Black and Minority Ethnic
BMI	Body Mass Index
CCF	Calderdale Community Forum
CMBC	Calderdale Metropolitan Borough Council
CMBC RD	CMBC Regeneration and Development Directorate
CSCP	Calderdale Safer Communities Partnership (<i>Calderdale's Crime and Disorder Reduction Partnership</i>)
CO2	Carbon Dioxide
CVD	Cardio-Vascular Disease
CYP	Children and Young People
CYPP	Children and Young Peoples Plan
DAAT	Calderdale Drugs and Alcohol Action Team
dmf	decayed, missing or filled
DfES	Department for Education and Skills
DEFRA	Department for Environment, Food, and Rural Affairs
DfT	Department for Transport
DoH	Department of Health
DDA	Disability Discrimination Act 2005
E&E	Economy and Enterprise
EBD	Emergency Bed Day
EV	Environment
Year 11	First school year after GCSEs (post 16 education)
GCE/VCE	General Certificate of Education / Vocational Certificate of Education
GOYH	Government Office for Yorkshire and the Humber
HBOS	Halifax and Bank of Scotland
HC	Healthier Communities
JAR	Joint Area Review
KS	Key Stage
LSC	Learning and Skills Council
LAA	Local Area Agreement


<u>Acronym</u>	<u>Term</u>
LDP	Local Development Plan (for Calderdale PCT)
LSP	Local Strategic Partnership
LTP	West Yorkshire Local Transport Plan 2006-11
LCHO	Low Cost Home Ownership
NE	Neighbourhood Element
NMP	Neighbourhood Management Pathfinder
NTG	Narrowing the Gap indicator
NDTMS	National Drug Treatment Monitoring System
NEET	Not in Education, Employment or Training
ONS	Office for National Statistics
OP	Older People
PAF	Performance Assessment Framework
PRG	Performance Reward grant
PCT	Calderdale Primary Care Trust
PSA	Public Service Agreement (the former name for Reward Element)
PPG	Pump-priming grant
RSL	Registered Social Landlord
RE	Reward Element indicator
SSC	Safer and Stronger Communities
SSCF	Safer and Stronger Communities Fund
S106 Agreement	Section 106 Agreement of the Town and Country Planning Act 1990
TBC	To be confirmed
VA-C	Voluntary Action Calderdale
VCS	Voluntary and Community Sectors
WHO	World Health Organisation
YOT	Calderdale Youth Offending Team

Appendix 3

Colour Key

 Yellow = Mandatory indicator

 Green = Reward Element target

 Pink = Narrowing the Gap indicator

If an indicator is both *Mandatory* and a *Reward Element target* it is highlighted *yellow*.

If an indicator is both *Mandatory* and a *Reward Element target* and a *Narrowing the Gap* it is highlighted *yellow*.

If an indicator is both a *Reward Element target* and a *Narrowing the Gap indicator* it is highlighted *green*.