

LOCAL AREA AGREEMENT

2006 - 2009

“Increasing life opportunities for all”



**SUBMISSION TO GOVERNMENT
OFFICE**

February 2005

FOREWORD

Oldham Borough is faced by a unique set of challenges and opportunities which need to be tackled collectively if we are to succeed and make “*Oldham – a place where everyone is proud to belong*”, and achieve our Local Area Agreement (LAA) objective of “*Increasing life opportunities for all*”.

In particular, this means:

1. Developing a cohesive society by addressing inequalities between neighbourhoods and communities. Oldham’s population has a younger age structure than the national average², and an increasing older population³ and ethnic minority population⁴. The ODPM Indices of Multiple Deprivation rank Oldham as the 43rd most deprived out of all 354 local authorities in England⁵.
2. Providing a dynamic medium for the implementation of Community Strategy priorities and the achievement of the visionary regeneration concepts included within **Oldham Beyond**⁶. Oldham’s renaissance will encompass a range of physical developments that will transform the social, cultural and economic life of the borough.
3. Dealing with the significant housing challenges in Oldham as part of a holistic regeneration framework. Oldham Borough has an above average amount of both social and private housing that is in poor condition⁷, with pockets of housing that no longer meet modern needs or standards. The improvement of our housing stock to meet modern needs and demands is a strategic priority for Oldham.
4. Incorporating crosscutting issues. Many of the challenges facing Oldham cross the entire structure of the LAA. For example, developing the culture and image of Oldham entails work across the entire Agreement. Equally, community engagement and the development of the voluntary and community sector will be undertaken on this basis.
5. Where possible, we have taken a pre-emptive and preventative approach to dealing with our priority issues such as homelessness, life expectancy, house fires, etc.
6. Identifying key areas of work where we will further improve (stretch) performance during the three years of the Local Area Agreement.

We will also be using the LAA to facilitate improved partnership governance, combined with joint needs analysis, priority setting, commissioning, performance and programme management and delivery. Our vision is to utilise the LAA to streamline the bureaucracy and reduce the inefficiencies that are imposed both locally and centrally, so that we can deliver better and more transparent services to the people of Oldham.



Nick Brown
Chair, Oldham Partnership Executive

¹ Oldham Community Strategy – Planning for Sustainable Communities 2005-2020

² 2001 Census showed that under 16 year olds made up 23% of the Oldham population compared to 20% nationally

³ 2005 Population forecast for Oldham showed that the number of people aged 75 and over will rise by 22% between 2001 and 2021

⁴ 2001 Census showed that 14% of the Oldham population is from an ethnic minority group. This is expected to increase to 26% by 2021

⁵ 43.1% of the 144 Super Output Areas in Oldham were in the 20% of most deprived SOAs nationally

⁶ Oldham Beyond: a family of reports commissioned by the Oldham Partnership and North West Development Agency which detail a range of visionary concepts to regenerate Oldham

⁷ Oldham In Profile shows that Oldham has 11.6% of dwellings that are unfit, compared to 5.6% nationally

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SETTING THE SCENE

1. PARTNERSHIP WORKING

The Local Area Agreement (LAA) is seen as an **enormous opportunity** for the Oldham Partnership to accelerate the pace of change in Oldham by joint needs analysis, priority setting, delivery, performance management and commissioning. We will use the LAA to move towards more efficient, transparent and effective systems of service delivery and resource deployment **for the benefit of our residents**. We envisage that the Local Area Agreement will be the strategic tool for improving partnership working and redefining the relationship between central and local government. It will be also be utilised as the delivery plan for the **Community Strategy and Oldham Beyond**.

The Oldham Partnership contains over one hundred organisations and agencies working together to improve the quality of life in Oldham. Since its Amber Red performance rating by Government Office North West (GONW) in 2004, the Oldham Partnership has **initiated an ambitious process of transformational change** in partnership working and outcome delivery. In 2005 we were given an **Amber Green** performance rating by GONW and in 2006 were awarded the **LGC Partnership Award for Sustainable Communities**. The LAA is being utilised in Oldham to **accelerate the process of change and drive implementation of the Community Strategy**. We see the LAA as a catalyst for driving forward more effective, co-ordinated, and streamlined joint agency working and we are in the process of actively planning and implementing a range of improvements to this effect:

a) In September 2005 the Oldham Partnership Executive re-organised on the basis of a **Local Public Service Board**. The Executive now has a significantly reduced membership concentrated on Chief Executives from major public sector agencies, plus representatives from the voluntary and community, further and higher education, and private sectors. Its role is to ensure delivery of the LAA and the Community Strategy. The Oldham Partnership Steering Group is now responsible for strategic policy making, with delivery and executive responsibilities vested in the Oldham Partnership Executive. We have reduced the number of meetings of these fora from eighteen per annum to eight and we are actively collapsing the excess bureaucracy around this structure.

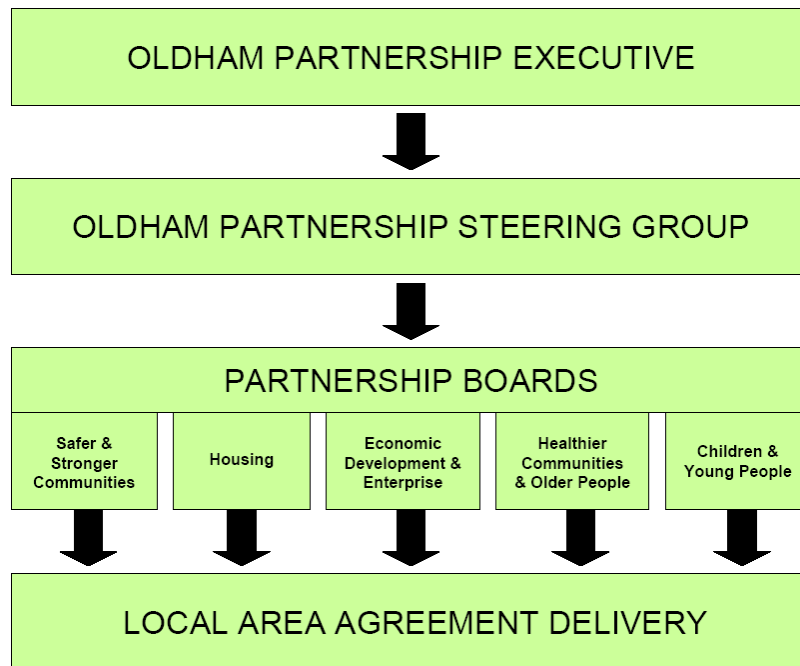
b) The LAA is being used to **rationalise and streamline our partnership structure** (see next page) around the blocks of the Oldham Local Area Agreement – Safer and Stronger Communities (including the underpinning challenge of the borough's housing stock); Economic Development and Enterprise; Healthier Communities and Older People; Children and Young People.

The Oldham Partnership consists of nine thematic partnerships:

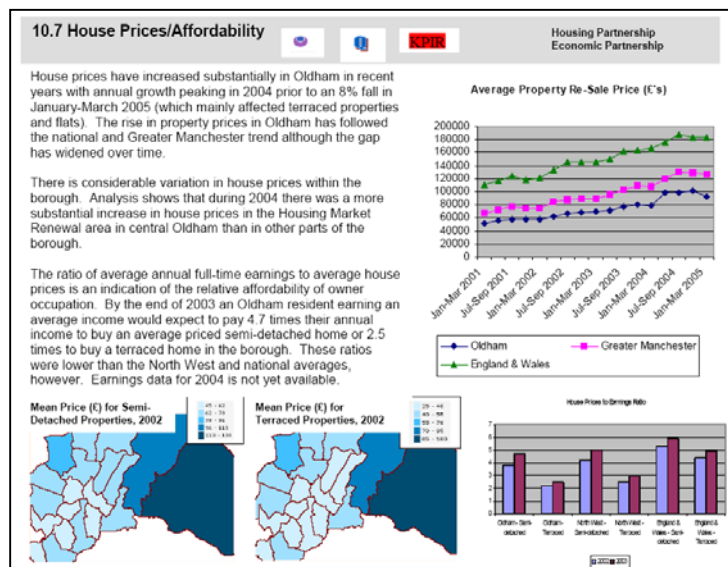
- Children & Young People
- Cultural
- Economic
- Environment
- Health & Social Care
- Housing
- Local Learning
- Oldham Against Crime
- Voluntary, Community & Faith

These are supported by a host of additional partnerships such as the Sure Start Partnership, Teenage Pregnancy Partnership, Oldham Housing Investment Partnership, Oldham Race Equality Partnership, Town Centre Partnership, etc. Discussions have commenced with our partner organisations and partnerships as to how best to streamline structures and **orientate** them around the LAA. In Oldham, we are utilising the LAA to improve and develop our partnership's structures on the basis of our **strategic priorities**. We also envisage that this will be reflected, where necessary, by **internal re-organisation** within our partner organisations to facilitate a fully co-ordinated approach to multi-agency working.

LAA Organisational and Delivery Structure.



c) During 2005 the Oldham Partnership has **embedded a Performance Management Framework** based upon quarterly monitoring reports from Thematic Partnerships and an annual **Oldham in Profile Report** (pictured, right). We are currently investigating, with partner organisations and other Local Area Agreement pilots, the development of a co-ordinated, inter-agency performance management system which will provide data on a quarterly, biannual and annual basis. We envisage that the LSP / LAA Performance Management Framework will evolve into a single unified system of performance management, reporting, audit and inspection.



d) In November 2005 we agreed the first steps to introduce an Oldham Partnership **Commissioning Framework**, which will oversee the commissioning of resources through the Oldham Partnership Executive and the five “blocks” of the Oldham Local Area Agreement. The Commissioning Framework has been developed with Deloitte and will give the Partnership a common structure for the joint commissioning of work programmes and services against shared objectives. We are investigating the development of more co-ordinated and efficient **programme management systems**. We envisage that the development of the Commissioning Framework will lead to a rationalisation of fiscal controls, auditing, and governance arrangements concerning the myriad of funding streams which enter Oldham. Initially, we are proposing to negotiate the

inclusion / alignment of major strategic funding streams such as Housing Market Renewal⁸ (HMR) and New Deal for Communities⁹ (NDC). From April 2006, we will start to commission the LAA Pump Priming Grant and Neighbourhood Renewal Fund¹⁰ (NRF) through the Oldham Partnership Commissioning Framework. We believe that the Commissioning Framework will enable us to facilitate a **better managed, more transparent and sustainable approach** to the deployment of resources against strategic priorities. This system will enable us to **mainstream** successful work programmes initiated through funding streams such as **Neighbourhood Renewal Fund** more readily.

e) The Oldham Partnership will utilise the LAA to continue to drive a **strategic, targeted and evidenced based approach** to resource deployment and service improvement. The feedback from the LSP Annual Review with GONW and our improved performance management information has been used to identify the strategic priorities within the Oldham Local Area Agreement. We expect that the Annual Review with GONW will be a **mechanism which will continue to inform the strategic priorities** for the Oldham Partnership.

f) The principal infrastructure milestones for our partnership development are shown below:

ACTIVITY	MILESTONES	
Partnership restructuring around the LAA	Improvement Plan covering restructuring in place by March 2006	Rationalised structure with new Terms of Reference by September 2006
Oldham Partnership Commissioning Framework	Commissioning of some funding streams from April 2006	Commissioning Boards fully operational by September 2006
LAA Performance and Programme Management	Scoping exercise completed by April 2006 LAA Performance Management Group operating from May 2006	New performance & programme management arrangements being introduced from May 2006
Fiscal management and rationalisation	Inter-agency Finance Group established by May 2006	Input to Oldham Partnership work programme by May 2006, with initial focus on LAA Reward Grant, NDC and NRF
LAA Delivery	Draft Work Programme in place for each Block.	Work Programmes operational from Aril 2006

⁸ Oldham is a Housing Market Renewal (HMR) Pathfinder Area in partnership with Rochdale. The HMR programme runs from 2004 to 2019

⁹ The New Deal for Communities (NDC) in Oldham borough centres on Hathershaw and Fitton Hill. It is one of 39 national resident-led regeneration programmes, and will run from 2001 to 2011

¹⁰ Oldham is one of the 86 Local Authority areas which receives Neighbourhood Renewal Funding (NRF)

2. AN INCLUSIVE AND PROJECT MANAGED APPROACH

Our approach to the Local Area Agreement has been to facilitate, through the Oldham Partnership, the **active engagement and participation of over one hundred organisations and agencies** which constitute the Local Strategic Partnership. Together, these organisations and agencies span the public, private, educational and voluntary, community and faith sectors within Oldham. The LAA has also been developed with the active participation of both Elected Members and representatives of Oldham's six Area Committees.

To secure the full and active engagement of all our partners we have:

a) Regularly **reported and debated** the development of the LAA through the Oldham Partnership Executive and Steering Group and within our nine Thematic Partnerships;



b) The Oldham Partnership **Annual Conference on 27th September** (pictured left) focused in detail on the achievements of the Oldham Partnership and the development of the LAA. Attracting **over 160 delegates**, the Conference explained and presented progress on the LAA by speakers from Oldham Metropolitan Borough Council (OMBC), Greater Manchester Police, Oldham Primary Care Trust (PCT),

Zetex Semiconductors Plc¹¹, the Voluntary & Community Sector and Government Office. The conference included **workshops** which enabled delegates to discuss and recommend improvements to the LAA based upon outcomes, budgets, local efficiencies, freedoms and flexibilities, and improvements to the Oldham Partnership structure. Feedback from the Conference has been **incorporated into the LAA**, and a Conference Report and workshops notes have been produced.

c) Progress on the LAA has been regularly reported in our **Partnership newsletters** and within the **local press**. We have developed a Local Area Agreement section of the Oldham Partnership **website** (www.oldhampartnership.org.uk, pictured right) which in August received around 6,000 hits.



d) On 13th December we held a session with the **Improvement and Development Agency** which discussed financial planning and delivery of the Local Area Agreement;

e) A **Joint Overview and Scrutiny Group** consisting of members of the Oldham Partnership Steering Group (including representatives of the Voluntary and Community Sector) and Councillors analysed the development of the LAA and fed comments into each LAA block.

The Oldham Partnership endorsed an approach to the LAA based on **tight project management**:

a) Overall project management of the LAA was vested in a small **Steering Group**, led by Interim Executive Director at OMBC Sean Harriss. The Steering Group met on a weekly basis and oversaw the implementation of the key tasks of the LAA within defined timescales, as set out in a detailed project plan and Gantt Chart;

¹¹ The Chair of Oldham's Economic Partnership is a Director at the Oldham based semiconductor manufacturer and designer, which has offices in the USA, Germany and Hong Kong

b) The Oldham Partnership **delegated responsibility** for negotiation of the LAA to a number of **Block Leads**. Block leads comprised representatives from OMBC, Oldham PCT, Greater Manchester Police and the Private Sector. They reported progress to the LAA Steering Group;

c) An **LAA Support Team** of five officers, co-ordinated by OMBC Head of Corporate Policy Michele Carr, provided administrative and logistical support to the Block Leads;

d) **Pro-formas** have been utilised to pull together the salient information for the negotiation of each of the five blocks. These are **attached as Appendices 2 to 5**;

e) Progress and **formal liaison with Government Office** on the Local Area Agreement was conducted through the LAA Steering Group. Negotiations have been led by Sean Harriss (OMBC), John Eley (Oldham Partnership Development Manager) and by Mike Greenwood and David Davies from Government Office.

Following formal Ministerial agreement of the LAA, governance will be undertaken by the appropriate Partnership bodies.

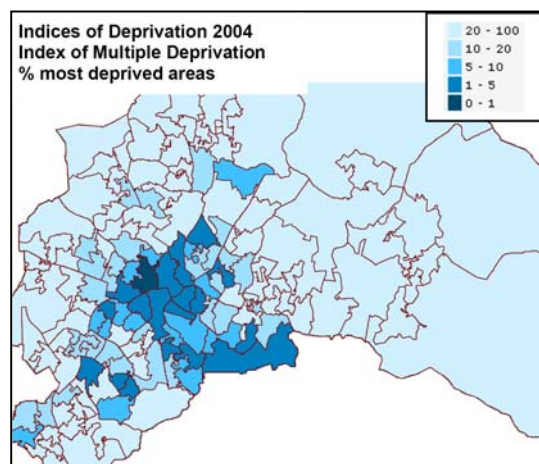
3. COMMUNITY COHESION AND “NARROWING THE GAP”



Since 2001 community cohesion has been at the centre of public policy in Oldham, and a great deal has been achieved. We recognise that our work around community cohesion has to continue with renewed vigour and have viewed the LAA through a ‘**window**’ of **community cohesion**.

Our strategic approach to community cohesion has been to utilise our

performance management regimes and consultative and engagement processes to select outcomes and indicators within the Agreement which will help to **narrow the gap** (either between Oldham and the rest of the country or between areas of Oldham and the borough as a whole, *see the Indices of Multiple Deprivation, pictured right*). Our approach to community cohesion within Oldham’s LAA is to **target priority population groups and geographical areas** within our performance management baselines and targets. We intend to



utilise the Local Area Agreement to focus resources and programmes of activity on ‘narrowing the gap’ in a manner which is inclusive, transparent and objective. We will continue to develop our inter-agency research and intelligence systems such as GMAC and OldhamInfo (www.OldhamInfo.org) to continue to develop our knowledge in targeting priority groups and neighbourhoods. Through **Neighbourhood Solutions**¹² we are developing inter-agency working at a neighbourhood scale. By working through our six Area Committees we are promoting community engagement and a joint agency approach to resolving local issues.

In our partnership structures, the Oldham Partnership Steering Group includes representatives with a clear ‘community cohesion’ remit who actively contribute in our joint policy-making. We also have a **Community Cohesion Advisory Group** which serves as a specialist forum of expert advice for the Oldham Partnership. Specific initiatives to improve community cohesion will also be included within the delivery programme for the LAA.

¹² Neighbourhood Solutions is the Oldham Partnership’s neighbourhood working strategy, which gets multi-agency input into local Area Action Teams, who work to address local issues and priorities

4. TRANSFORMATIONAL REGENERATION

The physical regeneration of Oldham is seen as an integral component of the Local Area Agreement. We believe the Borough wide strategy for transformational regeneration provided by **Oldham Beyond** – jointly commissioned by the Oldham Partnership and North West Development Agency – has clarified and articulated many of our strategic priorities, including not just economic growth but also higher education attainment, higher income levels, reduced crime and better community cohesion. A number of major projects such as University Centre Oldham, Hollinwood, Mumps, the New “West End” at Bank Top, and the Old Town Hall are such priorities encapsulated in Oldham Beyond (*further visions are pictured below*). A key feature of these developments will be their quality. They will help to improve the image of Oldham and achieve the transformational change which is needed.



Inevitably the bulk of investment underpinning the successful regeneration of Oldham will come from the private sector, reflecting the importance of existing wealth creators and the development opportunities associated with the town centre, Hollinwood and Housing Market Renewal. However, capital projects such as LIFT¹³, Extended Schools¹⁴ and PFI¹⁵ schemes will also make a major contribution to the achievement of the LAA objectives and we have included the outcomes from such schemes within the appropriate blocks of the LAA. In order to improve the co-ordination and effectiveness of our capital programmes, we are also exploring the opportunities to commission projects of over £1 million through the Oldham Partnership Commissioning Framework.

Far more important than the physical change implicit in all this are the educational, training, employment, leisure and cultural possibilities, which these facilities will unlock. In years to come, Oldham will have a dramatically different demographic profile from the nation as a whole – with a disproportionately large number of young people. These young people will be an immense asset provided they are equipped to compete successfully for whatever jobs are available and wherever they locate. In particular, we would hope to see them taking advantage of the economic opportunities created in the town centre and at Hollinwood. We would also like to see these young people choose to live in Oldham and take advantage of the much more diverse choice of housing promoted by the Housing Market Renewal Pathfinder.

5. HOUSING MARKET RENEWAL

Oldham’s housing stock requires large-scale interventions to improve the quality of private and social housing, to satisfy the requirements of a modern housing market and to meet the demand for social housing. As part of a Housing Market Renewal (HMR) Pathfinder from 2004-2019, Oldham has commenced a major programme of investment designed to regenerate and improve our priority housing areas. It makes obvious strategic sense to **align Housing Market Renewal with the Local Area Agreement** and to utilise the LAA to help address the significant housing issues in Oldham which lie outside the HMR Pathfinder area. For example, we are faced with a growing demand and falling supply for Local



¹³ Local Improvement Finance Trust, which works to improve and invest in local primary care services

¹⁴ Extended Schools offer services to pupils, their families and the local community over and above their “core business” of teaching the curriculum during the normal school day

¹⁵ Private Finance Initiatives, which encourages the private sector investment

Authority housing, and a higher rate of homelessness than the national average¹⁶. The Oldham Partnership has therefore decided to develop **the LAA with a focus on housing issues**. We recognise that housing is a major strategic issue that impacts on the four blocks of the LAA, particularly in terms of the quality of life for Oldham's residents.

For presentational purposes, the Housing element of the LAA has been included within the Safer and Stronger Communities Block. However, for purposes of administration, performance management and work programme delivery, the Housing element of the LAA will have its own Partnership Board and separate working structure.

6. VOLUNTARY AND COMMUNITY SECTOR INVOLVEMENT

Oldham is fortunate in having a **large and active Voluntary and Community Sector (VCS)** which provide a wide range of services and activities. Comprised of around 900 organisations, the VCS is worth around **£36.4 million per annum** to the local economy, has 2,881 employees and deploys close to 8,000 volunteers¹⁷. It is the aim of the Oldham Local Area Agreement to continue to **build the capacity of this sector** to enable it to achieve its full potential, as a provider of a diverse array of services and a facilitator for community engagement and empowerment.

Through a **formal protocol** between the Voluntary and Community Sector and the Oldham Partnership (*pictured right, the signing of the CEN / LSP Protocol*), the VCS is represented throughout the structure of the Local Strategic Partnership and makes an active contribution to the work programme of the Partnership. The VCS has two Executive Members on the Oldham Partnership Executive.

KEY CHARACTERISTICS OF THE VCS IN OLDHAM - 2005	
Total number of organisations	900
Paid employees	2,881
Volunteers	7,923
Volunteer hours per month	90,124
Value of volunteering per annum	£6.7 million
Income per annum	£36.4 million

The Oldham Partnership has supported the **full involvement** of the VCS in Local Area Agreement negotiations. The Partnership has supported a twin-track approach to VCS engagement (in line with the CEN / LSP Protocol) in negotiations around each of the five blocks of the LAA:

- a.) Direct involvement of VCS organisations as service providers in their own right;
- b.) Nomination of two representatives of the VCS (by the Voluntary, Community and Faith Partnership) for each Block.



VCS members have also been able to input into the development of the Local Area Agreement through regular meetings of the Oldham Partnership Executive and Steering Group. The VCS also presented its approach and involvement in the LAA at **the Oldham Partnership Annual Conference** on 27th September (*pictured, left*). This event also enabled VCS members to further contribute to the Oldham LAA through a series of workshops designed to test and develop the content of the Local Area Agreement. The VCS also featured in a

promotional video designed to illustrate the work of the Oldham Partnership and the opportunities provided by the LAA.

¹⁶ Oldham In Profile showed that in 2003-04 Oldham had 10.7 unintentionally homeless people per 1,000 households compared to 6.5 nationally

¹⁷ Taken from Mapping of the Voluntary, Community and Faith Sector in Oldham Report, 2005

The Voluntary and Community Sector has seen the Oldham Local Area Agreement as an opportunity to **help the sector develop its capacity and increase its ability to deliver against our shared strategic priorities**. The sector has **aligned** its Community Empowerment Team Grant comprising **£438,000 in 2005/6** within the Safer and Stronger Communities Block of the Local Area Agreement. Although hosted within this block, the Oldham Partnership recognises the **crosscutting role of the VCS** in contributing to the strategic priorities across the LAA.

7. ENVIRONMENTAL SUSTAINABILITY

Environmental, social and economic sustainability is an **underpinning objective** of the Oldham Partnership as acknowledged by the Partnership's recent LGC Sustainable Communities Award. To help assess the environmental impact of our partnership working, we will model and monitor the **ecological footprint**¹⁸ of Oldham. This will enable us to jointly prioritise our environmental objectives and plan appropriate remedial activities.

8. CULTURE

Cultural activities, such as participation in sport and the creative arts, have a major impact across the strategic objectives of the Local Area Agreement. For example, participation in sporting and recreational activities will help people to enjoy more fulfilling and healthy lifestyles. Enjoyment of the arts and creative activities / events can help to **promote greater community cohesion**.

Significantly, culture is an important and **growing part of the Oldham economy** and is a significant source of income and employment. For example, visitor expenditure in 2003 was over £128 million. The cultural economy in Oldham is increasing and there are now over 1,000 cultural enterprises and organisations in the borough, which provide over 5,000 jobs and generate an annual turnover of £266 million¹⁹.

In recognition of their crosscutting nature, a number of indicators incorporate cultural issues and activities. For example, the construction of an exciting new home for the Oldham Coliseum is seen as a major strategic priority within the Oldham Beyond programme. We have also included an outcome within the Safer and Stronger Communities Block to **Promote Culture and Cohesion** and develop initiatives which will develop community cohesion and stimulate economic growth through cultural activities. Our Cultural Partnership will work with the Regional Arts Council to advise and support the Oldham Partnership on the inclusion of culture within the LAA.

9. RESPECT

We see the Respect agenda as a core component of our Local Area Agreement and have an outcome in the Safer and Stronger Communities Block **"To build respect in communities, to reduce crime and the harm caused by illegal drugs and to reassure the public, reducing the fear of crime and anti-social behaviour"**. A number of targets and indicators across the Local Area Agreement (such as school attendance and criminal damage) already complement the Respect agenda. However, during the first six months of the Local Area Agreement we will assess and evaluate the need for additional targets, indicators and activities to reflect this agenda within Oldham.

¹⁸ Ecological Footprinting has been developed by the Stockholm Environment Institute to measure total environmental impact of an area. It measures the area needed to provide raw material, crops, and to absorb pollution and waste.

¹⁹ Cultural statistics taken from Oldham In Profile report

10. COMMISSIONING AND FUNDING

From April 2006 the Oldham Partnership will begin to **commission programmes of activity to deliver against the strategic priorities** of the LAA through the Partnership structure. New commissioning arrangements through the Oldham Partnership Executive and the blocks of the LAA will provide a co-ordinated structure to:

- a) Ensure decisions are informed by high quality research and information;
- b) Allocate resources around joint strategic priorities;
- c) Provide a framework within which we can **remove inefficiencies and duplication**;
- d) Co-ordinate capital programmes;
- e) Rationalise programme and performance managing, audit and inspection, and reporting arrangements;
- f) Evaluate performance and respond to areas of concern.

A multi-agency LAA Finance Group will be established to serve as a source of specialist advice to the Oldham Partnership regarding fiscal controls, reporting, governance and programme management.

ACTIVITY	MILESTONES	
Review Oldham Partnership Terms of Reference	Reviewed by April 2006	Oldham Partnership Executive & Steering Group operating commissioning functions post 2006
LAA Finance Group	Multi-agency group established May 2006	Input to Oldham Partnership by May 2006 with initial focus on NDC, NRF and LAA Reward Grant
Establish Boards for the "four blocks" and housing element of the LAA	LSP Improvement Plan covering Terms of Reference and membership of Boards by March 2006.	All Boards operational from September 2006

11. PERFORMANCE AND PROGRAMME MANAGEMENT

The Oldham Partnership is actively structuring its **future performance management arrangements around the LAA** and we are currently scoping the range of performance management arrangements in use by LAA pilots. Our vision is that this system will be used to begin to rationalise programme management, reporting and audit and inspection arrangements. Our future performance management will comprise of:

- a) quarterly reporting against LAA targets and indicators to the LAA Performance Management Group;
- b) detailed reporting of progress to the Oldham Partnership Steering Group and Executive by each of the five partnership boards responsible for delivery;
- c) an annual Oldham Partnership development day to collectively analyse progress and recommend improvements;
- d) the develop of effective communications (newsletters, websites etc) to improve and promote the work of the partnership;
- e) joint scrutiny of LAA delivery by combined Oldham Partnership/OMBC scrutiny functions;
- f) production of an annual **Oldham in Profile Report** providing a strategic overview of change in Oldham;
- g) production of an annual **Improvement Plan** which details the structural development of the Oldham partnership;
- h) LAA assessment and review with Government Office North West.

ACTIVITY	MILESTONES	
Scoping of LAA Performance Management systems	Scoping exercise completed by April 2006	New systems introduced from May 2006 LAA performance management group established by May 2006
Existing LSP Performance Management Framework alignment with the LAA	Alignment of Oldham in Profile Report with LAA (awaiting Government guidance on timescales)	Rationalise reporting and performance management from April 2006

12. DELIVERY PLANNING

Delivery planning for the Local Area Agreement commenced in November 2005 through a pro-forma which details targets, actions/ activities, resources and accountability. We will have draft **work programmes** in place by March 2006. We intend to utilise our delivery programme to reduce, where feasible, the number of strategies and plans which are currently in operation.

ACTIVITY	MILESTONES	
Production of detailed work programme for LAA by March 2006	Work programmes improved and finalised by July 2006.	Work programmes regularly reviewed and updated
Work programme linked to financial planning, LSP structure and performance management	Work programme fully integrated with financial planning, LSP structure and performance management by September 2006	Ongoing performance management and review.

THE LAA BLOCKS

13. KEY OBJECTIVES FOR EACH BLOCK

Sections 14-17 illustrate the outcomes, indicators and targets within each block that have been selected to achieve our strategic priorities, promote stronger community cohesion, and “narrow the gap”. Indicators which cover more than one block have been colour coded to help us manage and monitor crosscutting issues.

14a. SAFER AND STRONGER COMMUNITIES - “Tackling crime and fear of crime and creating better neighbourhoods.”

Our strategic approach to this block has been to identify seven outcomes which are intended to drive forward **measures to reduce crime and fear of crime together with the creation of cleaner, safer and more attractive neighbourhoods. Fundamental to this work is the development of the Respect agenda combined with increased community engagement in service planning and delivery.** The outcome *to empower local people to have a greater voice and influence over local decision-making and the delivery of services* cuts across the entire Local Area Agreement.

We also aim to **promote better community cohesion and narrow the gap** by initially targeting priority issues where Oldham falls behind national standards. Where necessary, we will utilise our research and performance management regimes to identify further targets and indicators to “narrow the gap” between the worst wards/areas/communities and Oldham as a whole. A number of established initiatives to promote community cohesion are currently underway in Oldham, such as **Mediation Northern Ireland**. These initiatives will be incorporated into our **LAA delivery planning**. We also intend to **monitor the number of race hate crimes reported in Oldham** and plan steps to both improve the reporting and intelligence on race hate crimes and to include measures to reduce the frequency and impact of race hate crime within our LAA delivery planning.

The block comprises twenty-nine indicators with baselines and targets. Gaps in data are particularly evident around community empowerment, and we undertook a survey with MORI in Autumn 2005 to provide baselines and targets for these indicators.

A number of areas have been identified where we will further improve (stretch) performance:

- a) Reduce the number of comparator crimes (excluding domestic burglaries);
- b) Reduce the number of domestic burglaries;
- c) Reduce the number of fly-tipping incidents and improve the speed at which fly-tipping is removed;
- d) Reduce the number of graffiti incidents and reduce the amount of graffiti visible from public land and highways;
- e) Reduce the number of accidental domestic dwelling fires;
- f) Increase the number of adults participating in the performing and visual arts.

Sixteen funding streams will be aligned or pooled by this block including Street Scene (mainstream OMBC budget), Local Transport Plan, Waste Performance and Efficiency, Basic Command Unit, Anti-Social Behaviour Grant, Building Safer Communities, Drugs Strategy Partnership Grant, Neighbourhood Renewal Fund, Community Empowerment Team Grant, Domestic Violence Grant, Regional HO Directors Grant, New Deal for Communities and CSU (mainstream Council budget). Current funding streams allocated total around **£17 million during the three years of the Local Area Agreement.**

We are **seeking freedoms and flexibilities to increase the ability of funding streams to meet LAA priorities and we are seeking remove controls over some posts to allow staff to undertake a broader range of tasks.**

14b. HOUSING – “Meeting the needs in all neighbourhoods/ communities to provide affordable and decent homes and give support to those who need it.”

Three strategic outcomes have been identified which are to **improve housing conditions and services for key groups** (such as the homeless and those experiencing domestic violence). The outcome *to empower local people to have a greater voice and influence over local decision making and the delivery of services* cuts across the entire Local Area Agreement. Improving the quality and availability of housing, combined with better tenant involvement in service provision, is expected to improve the quality of life for those in greatest need, promote community cohesion and **positively impact on all the objectives of the LAA.**

Ten indicators (or baskets of indicators) with baselines and targets will be used to drive delivery and monitor performance through a Housing Partnership Board. Our approach to narrowing the gap on housing is to focus on a number of priority areas where Oldham will work towards national standards.

One area has been identified where we will further improve (stretch) performance:

- Reduce the level of homelessness.

Funding streams to be aligned or pooled with this block include First Choice Homes Second Round ALMO Funding, Fitton Hill Transfer of housing stock to Villages Housing Association, Hollins/ Limeside, Transfer of Housing Stock to Portico Housing Association, Homelessness (ODPM) Grant, Housing Corporation, Housing Corporation Approval Development Programme, Housing Market Renewal (Funding shared with Rochdale), Supporting People Funding, Warm Front Funding, and Disabled Facilities Grant.

These include some **substantial amounts of funding** e.g.:

- Fitton Hill Housing Stock Transfer £25 million (04-09);
- Hollins/ Limeside Transfer £13 million (03-07);

Levels of funding for this block amount to over **£170 million for 2006/07 and over £120 million for 2007/08.** We are seeking to align most of these funding streams and locally pool the private sector housing programme and warm front funding.

Prevention of homelessness will enable us to save the costs of expensive ‘end of pipe’ solutions. We are **seeking freedoms and flexibilities on ALMO, HMR and Housing Revenue Account.**

15. ECONOMIC DEVELOPMENT AND ENTERPRISE – “Improving employment opportunities and skills attainment for local people, and creating an environment to encourage entrepreneurship and investment.”

Four strategic outcomes will deliver our theory of change for this block by driving economic growth and investment, reducing worklessness, and increasing skill levels and employability. Fundamental to this approach is the promotion of high quality design and development through Oldham Beyond which will also help deliver objectives across the Local Area Agreement.

The Block has been developed in the context of a **Borough-wide Economic Assessment** (commissioned by the Economic Partnership) which has improved our understanding of the Borough economy and clarified our priorities. Partner organisations have agreed that the Oldham Partnership should continue its work to improve the **image of Oldham**. Therefore, a perception survey will be developed to monitor existing business perceptions and visitor perceptions. Development of Metrolink between Oldham and Manchester is also seen as a strategic priority which will be developed through a Transport Corridor Partnership.

Our emerging **Economic Strategy** seeks to support existing economic activity and to realise the potential of the two, hitherto underperforming, major economic engines of the town centre and Hollinwood. These two strategic locations lie at the heart of the Housing Market Renewal Area. Their development to diversify an already strong manufacturing base is both necessary and complementary to efforts to revive the housing market in a holistic approach to regeneration.

Hollinwood is a strategic location at which the fixed rail route between Oldham and the regional centre (10 minutes from Manchester City Centre) intersects the M60 orbital motorway (20 minutes from Manchester Airport). It offers the opportunity for a major employment concentration based upon office development serving a sub-regional catchment area covering the north and east of the conurbation. This is entirely consistent with the Greater Manchester and Northern Way strategies and their attempts to close the productivity gap with the south of the conurbation and the country.

Hollinwood, however, also needs to be developed in such a way as to not undermine the town centre. For the **town centre** also offers potential for major office development, particularly in the Mumps area, to serve the Borough as a whole. The retail offer also needs major improvement and the redevelopment of Clegg Street and the Old Town Hall site will begin this process and also make a significant improvement to the 'image' of the whole Borough. Redevelopment of Tommyfield Outdoor Market and new housing, supported by English Partnerships, at St. Mary's will make further contributions. However, perhaps the greatest potential of all lies within the west end of the town centre. Already home to the highly successful sixth form college and Oldham College, it is the preferred location for the **University Centre Oldham**. Established in 2005 the University Centre is already exceeding all expectations. Along with a new home for the Coliseum theatre and a new £21m Library and Lifelong Learning Centre, there is the opportunity to also realise advances in performing arts, culture and creative industries.

Economic development and enterprise will be greatly assisted by the implementation of major **flagship capital projects**, such as those envisaged in Oldham Beyond. Therefore, the major capital projects (including Oldham Town Hall, University and Bank Top sites, Mumps Business Area, Hollinwood, and improvements to the A62 corridor from Hollinwood) are included in the delivery programme for this block.

In order to **narrow the gap** in unemployment and economic inactivity rates we have targeted seven priority wards where we intend to reduce the number of individuals claiming Incapacity Benefit (these wards also contain large numbers of people from minority ethnic groups). We also plan to narrow the gap by continuing to improve our Further and Higher Education services and facilities **such as University Centre Oldham**. Our research and experience shows that the provision of local facilities is essential to attract local people (particularly those from minority ethnic groups and deprived areas) into education and training. The indicators and performance baselines for this block will continue to be improved throughout the life of the LAA. In particular, we will continue to obtain targeted data to help narrow the gap between the worst wards/ neighbourhoods and the district as a whole.

This block comprises ten indicators (or baskets of indicators) and performance baselines. We have included an indicator to reflect the enormous significance of University Centre Oldham to

the economy of the borough. The block will be further developed in our second round **Local Enterprise Growth Initiative** proposal.

A number of areas have been identified where we will further improve (stretch) performance:

- a) Increase the number of residents achieving Basic Skills through the Skills for Life qualification;
- b) Increase the percentage of learners achieving Level 2 by age 19;
- c) Increase the number of Incapacity Claimants moving into employment in seven priority wards.

Nine funding streams will be aligned or pooled by this block which include LSC and JobCentre Plus, European Funding, NRF, LABGI and LEGI.

A range of freedoms and flexibilities are sought to reduce bureaucratic controls which restrict service delivery, create more flexible financial arrangements and improve our intelligence to allow us to work in a more targeted manner.

16. HEALTHIER COMMUNITIES AND OLDER PEOPLE – “Creating more opportunities to enable citizens to lead healthy, active and longer lives.”

Three **strategic outcomes** have been identified for this block which will address the major lifestyle factors associated with low life expectancy, provide improved integrated services with older people, and provide better outcomes for people with diabetes.

Oldham has a long history of poor health in comparison to the national average. However, we expect that the raft of improvements set out across the LAA will positively impact on our health outcomes and vice versa. Therefore, for example, improved housing conditions will also improve the health of occupants. Likewise, improved health can reduce the number of people claiming Incapacity Benefit. Diabetes has a significant impact on the health of the population. It is the greatest cause of adult kidney failure and blindness, and a major cause of lower limb amputation. It also significantly increases the risk of coronary heart disease and stroke. Effective control of blood glucose and blood pressure can reduce or delay the onset of complications. Helping individuals to have better control over their diabetes is, therefore, a strategic priority for Oldham.

The borough also has an aging population (by 2021 the number of people aged 75 years and over is expected to increase by more than 3,000²⁰). Therefore, we intend to utilise the LAA to increase the engagement of older people in service design and improve the services delivered to older people.

We aim to promote community cohesion and narrow the gap by focusing, where appropriate, activities on key groups of the population (such as older people) and geographical areas. For example, diabetes is more prevalent in populations of South Asian heritage and in areas of socio-economic deprivation. In addition, this block has an overarching indicator and target **to reduce the gap in life expectancy between the most deprived wards in Oldham from a baseline of 3.5% to 2.5% as measured by life expectancy at birth**. We will monitor progress against this target and develop our delivery planning accordingly.

²⁰ Population Forecasts for Oldham, OMBC, September 2005

Fifteen indicators (or baskets of indicators) have been identified for this block. **A number of areas have been identified where we will further improve (stretch) performance:**

- a) Percentage of Clients accessing the Stop Smoking Service and quitting from both the BME population and males aged 18 to 34;
- b) Increase the number of older people (aged 65+) helped to live at home;
- c) Reduce the number of clients in residential and nursing placements.

The funding streams to be aligned with the delivery of this block are currently under consideration. The Health and Social Care Act provides many of the freedoms required to implement the LAA. However, we are investigating freedoms around three year budgeting, flexibility to adopt local indicators, and data sharing protocols.

17. CHILDREN AND YOUNG PEOPLE – “Enabling children and young people to lead healthy, active lives and be highly skilled, educated and socially responsible.”

Outcomes for this block reflect the five **Every Child Matters** national outcomes of: Be Healthy, Stay Safe, Enjoy and Achieve, Make a Positive Contribution, and Achieve Economic Well-Being. For example, outcomes for children and young people include improving health; ensuring they (particularly those most vulnerable) stay safe; ensuring they excel through formal and informal education.

Our approach to community cohesion and narrowing the gap has been to target, where appropriate, key population groups or priority areas. For example, targets to improve educational attainment across Oldham also set targets for the lowest achieving schools. A number of indicators and targets (such as incidences of youth nuisance) directly support the **Respect Agenda**. Others also relate to the **community cohesion agenda**, such as the number of children and young people engaged in community cohesion through “Unity in the Community”

Improving outcomes against the full range of identified indicators will focus on:

- The macro level – narrowing the gap between Oldham’s performance compared with national outcomes; and
- The micro level – narrowing the gap between:
 - a) The worst performing wards and communities and Oldham as a whole;
 - b) Vulnerable groups particularly looked after children, young offenders and certain BME groups and Oldham as a whole; and
 - c) **The worst performing schools and Oldham as a whole.**

The block comprises thirty-three indicators with baselines and targets. **A number of areas have been identified where we will further improve (stretch) performance:**

- a) Increase the number of schools achieving the Healthy Schools Standard;
- b) Increase children and young people taking part in PE or school sport;
- c) Increase the percentage of 7 year olds achieving Level 2 Reading at Key Stage 1;
- d) Increase the percentage of 7 year olds achieving Level 2 Writing at Key Stage 1;
- e) Increase the percentage of 11 year olds achieving Level 4 in English;
- f) Increase the percentage of 14 year olds achieving Level 5 in English;
- g) Increase the percentage of 16 year olds achieving equivalent of 5 A*-C GCSEs including English and Maths by the end of Year 11;
- h) Reduce the percentage of 16-18 year olds Not in Education, Employment or Training.

Thirteen funding streams will be aligned or pooled by this block, including Children’s Fund Grant, Extended Schools Standard Fund, General Sure Start Grant, Sure Start Revenue Grant, Connexions Grant, and Positive Activities for Young People / U-Project. No freedoms and flexibilities are currently being sought.

THE F WORDS – FUNDING, FREEDOM & FLEXIBILITY

18. LOCAL EFFICIENCIES SOUGHT

The Oldham Partnership is seeking to restructure and **streamline its bureaucracy** in line with the Local Area Agreement. We have already developed the Oldham Partnership Executive on the **Local Public Service Board model** and defined the policy making and scrutiny role of the Oldham Partnership Steering Group. We are developing five Partnership Boards to administer and deliver the Local Area Agreement. This will require the extensive rationalisation of our existing partnership structure and we will be producing an Improvement Plan in March which will detail the structural change (and timescales) required to deliver the Local Area Agreement. For example, the Environment Partnership and Crime and Disorder Partnership could merge and incorporate Safer Neighbourhood Boards. We have already begun to orientate our **LSP Performance Management** around the structure and content of the LAA. More detailed rationalisation of performance management, reporting responsibilities etc. will follow restructuring.

19. FREEDOMS AND FLEXIBILITIES SOUGHT

We will concentrate freedoms and flexibilities on the areas where we encounter restrictions – particularly around **fiscal and budgetary arrangements** – which prevent the Oldham Partnership from delivering against the outcomes identified in the LAA. We may also wish to use the LAA as an opportunity to **rationalise and reduce the number of plans and strategies** that guide our work. Our assumption will be that the LSP / LAA Performance Management Framework will gradually evolve into a **single unified system of performance management, reporting and audit & inspection**. Other requests include:

- Funding across financial years moving to a three year budget cycle (e.g. Neighbourhood Renewal Fund);
- Local flexibility on the capital / revenue split in funding streams (such as Safer Stronger Communities Fund);
- Seek additional powers for staff posts (Police, PCSOs, Enforcement Officers) such as the power to give on the spot fines for littering;
- A new approach to performance management on key issues where increasing performance can lead to the perception of decreasing performance (such as reporting on Race Hate crimes);
- A more joined up approach to data collection and sharing.

20. STRETCHING PERFORMANCE, PUMP PRIMING AND REWARD GRANT

A number of targets (indicated by an asterisk and italics in the appendices) have been identified where we seek to further improve (stretch) performance over the three years of the LAA. Stretch targets will attract additional funding from Government (pump priming grant) and (if delivered) will receive a Reward Grant at the end of the three year period.

The Stretch Targets selected for Reward Grant are those which are judged by the Oldham Partnership to:

- a) **Reflect the strategic priorities** of the Oldham Partnership (agreed with GONW in the LSP Annual Review in September 2005);
- b) Best take forward our overarching objective of using the LAA to **build greater community cohesion** by **“narrowing the gap”** and **“Increasing life opportunities for all”**;
- c) Apply new and **innovative** ways of addressing key issues;

- d) Include relevant **crosscutting issues** such as culture;
- e) Incorporate an **invest to save** rationale;
- f) Be **synergistic** and have multiple benefits in terms of the outcomes we are trying to achieve;
- g) Demonstrate the **multi-agency and partnership nature** of the LAA.

Our stretch targets are:

- 1a) Reduce the number of **comparator crimes** (excluding domestic burglaries).
- 1b) Reduce the number of **domestic burglaries**.
- 2a) Reduce the number of **fly-tipping incidents** and
- 2b) Improve the **speed at which fly-tipping is removed**.
- 2c) Reduce the number of **graffiti incidents**
- 2d) Reduce the amount of **graffiti visible from public land and highways**.
- 3) Reduce the number of **accidental domestic dwelling fires**.
- 4) Increase the number of adults participating in the **performing and visual arts**.
- 5a) Increase the number of residents achieving **Basic Skills** through the Skills for Life qualification.
- 5b) Increase the percentage of learners achieving **Level 2 by age 19**.
- 6) Increase the number of **Incapacity Claimants moving into employment** in seven **priority wards**.
- 7) Percentage of Clients accessing the **Stop Smoking Service and quitting** from both the **BME population and males aged 18 to 34**.
- 8a) Increase the number of **older people (aged 65+) helped to live at home**.
- 8b) Reduce the number of clients in **residential and nursing placements**.
- 9a) Increase the number of schools achieving the **Healthy Schools Standard**.
- 9b) Increase children and **young people taking part in PE or school sport**.
- 10a) Increase the percentage of **7 year olds achieving Level 2 Reading at Key Stage 1**.
- 10b) Increase the percentage of **7 year olds achieving Level 2 Writing at Key Stage 1**.
- 10c) Increase the percentage of **11 year olds achieving Level 4 in English**.
- 11a) Increase the percentage of **14 year olds achieving Level 5 in English**.
- 11b) Increase the percentage of **16 year olds achieving equivalent of 5 A*-C GCSEs** including English and Maths by the end of Year 11.
- 12) Reduce the percentage of **16-18 year olds Not in Education, Employment or Training**.
- 13) Reduce the level of **homelessness**.

CLOSING REMARKS

21. VISION FOR THE FUTURE

The working structure for the LAA is now **operating effectively**, and a strong awareness and **consensus** around our approach has developed across the agencies and sectors in Oldham. We are actively developing our LSP structure, commissioning and performance management around the LAA. For example, we have moved to **Local Public Service Board** governance arrangements and are establishing streamlined governance and commissioning structures for our five LAA delivery Boards. Key infrastructure milestones have been included within this document and a more detailed **Improvement Plan** is scheduled for March. The LAA is now entering its **implementation phase** with a focus on delivery, structure and new ways of working. The LAA will initially concentrate on the strategic alignment (as opposed to pooling) of budget streams, which will enable us to test and 'bed down' emerging structures and ways of working.

Development of the LAA has accelerated the pace and effectiveness of partnership working in Oldham. We will utilise the LAA to better integrate inter-agency strategic planning, resource deployment and service delivery. Our vision is to streamline the bureaucracy and inefficiencies that are imposed both locally and centrally, so that we can deliver better and more transparent services to the people of Oldham.

APPENDICES

APPENDIX 1 – PRO FORMA KEY

Oldham's Local Area Agreement Pro-Formas have been colour coded for ease of use and cross reference	
Cross cutting indicators can be seen throughout each block	
Stretch targets are indicated by an asterisk* and described in italics	
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APPENDIX 2a – SAFER & STRONGER COMMUNITIES BLOCK PRO-FORMA

BLOCK: SAFER & STRONGER COMMUNITIES	CHANGE THEORY: Tackling crime and fear of crime and creating better neighbourhoods
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OUTCOMES

- A. To have cleaner, greener and safer public spaces**
- B. To build respect in communities, to reduce crime, the harm caused by illegal drugs and to reassure the public, reducing the fear of crime and anti-social behaviour**
- C. To empower local people to have a greater voice and influence over local decision making and the delivery of services**
- D. Reduce overall crime and narrow the gap between the worst wards/neighbourhoods and the district as a whole**
- E. Improve the quality of the local environment by reducing the gap in aspects of liveability between the worst wards/neighbourhoods and the district as a whole**
- F. To increase domestic fire safety and to reduce arson**
- G. To promote culture and cohesion**

OUTCOMES	INDICATORS (* indicates stretch target)	PERFORMANCE BASELINE	POSSIBLE TARGETS		
			2006/7	2007/8	2008/9
A – TO HAVE CLEANER, GREENER AND SAFER PUBLIC SPACES	Percentage of residents reporting an increase in satisfaction with their neighbourhoods and in disadvantaged areas showing a narrowing of the gap between these areas and the rest	Baseline to be established March 06 (When results from Mori Autumn 05 are due)			
B - TO BUILD RESPECT IN	* Number of Comparator Crime offences (excluding domestic burglaries)	16,441 (2003/4) ¹	13,955 (13,659)	13,259 (12,963)	12,208 (11,912)

¹ National Strategic Target – To reduce crime by 23% over 4 years agreed with GONW in March 2005

COMMUNITIES, TO REDUCE CRIME AND THE HARM CAUSED BY ILLEGAL DRUGS AND TO REASSURE THE PUBLIC, REDUCING THE FEAR OF CRIME AND ANTI-SOCIAL BEHAVIOUR		Stretch Target:	Reduce the total number of Comparator Crime offences (excluding domestic burglaries) from 39,422 to 38,534 (a reduction of 888 offences over the three years of the LAA)		
	* Number of domestic burglaries	3,157 (2003/4) ²	2,115 (2,013)	1,831 (1,729)	1,707 (1,603)
		Stretch Target:	Reduce the total number of domestic burglaries from 5,653 to 5,345 (a reduction of 308 offences over the three years of the LAA)		
	Number of vehicle crimes	3,326 (2004/5) ³	2,993	2,827	2,661
	Number of incidences of violence against the person	2,239 (2004/5) ⁴	1,970	1,881	1,791
	Number of incidences of criminal damage	6,925 (2003/4) ⁵	5,624	5,379	5,135
	The percentage of domestic violence offences contained within the VAP figures	17% (379 (DV offences) / 2239 (total offences))	16%	15%	14%
	The percentage of repeat victims of domestic violence incidents	Baseline to be established Feb 06	To be established Feb 06	To be established Feb 06	To be established Feb 06
	The percentage of domestic violence victims who feel satisfaction with the service provided by agencies	Baseline to be established Feb 06	To be established Feb 06	To be established Feb 06	To be established Feb 06
	Percentage of Problem Drug Users in treatment	57% (898) (2004/5)	69% (1,095)	76% (1,193)	78% (1,225)
Percentage of Problem Drug Users discharged, who had been retained in treatment for 12 weeks or more	58% (2004/5)	59%	60%	61%	

² National Strategic Target – To reduce domestic burglaries by 42% over 4 years agreed with GONW in March 2005

³ BVPI 128 and Oldham Against Crime Partnership Target (2005/8) – To reduce vehicle crime by 15% over 3 years

⁴ Greater Manchester Police and Oldham Against Crime Partnership Target (2005/8) – To reduce violent crime by 16% over 3 years

⁵ National Strategic Target – To reduce criminal damage by 15% over 4 years agreed with GONW in March 2005

C - TO EMPOWER LOCAL PEOPLE TO HAVE A GREATER VOICE AND INFLUENCE OVER LOCAL DECISION MAKING AND THE DELIVERY OF SERVICES <i>(Cross-cutting outcome across all LAA Blocks)</i>	Number of people who feel that they can influence decisions affecting their local area	Baseline to be established Mar 06 (MORI Survey / Community Network Attendance)			
	Number of people engaging in (defined) volunteering activity	Baseline to be established Mar 06 (MORI Survey / Volunteer Shop Referrals / Agencies)			
	Number of contractual opportunities offered to the voluntary and community sector	Baseline to be established 2006/7 (Commissioning Framework / Health and Social Care / Social Services)			
	Total value of contractual opportunities awarded to the voluntary and community sector	Baseline to be established 2006/7 (Commissioning Framework / Health and Social Care / Social Services)			

	Proportion of adults who say that people from different backgrounds get on well in their area: <ul style="list-style-type: none"> • Ethnic background • Social background 	Baseline to be established Mar 06 (MORI Survey)			
D – REDUCE OVERALL CRIME AND NARROW THE GAP	Reduce overall crime in line with local Crime and Disorder Reduction Partnership targets and narrow the gap between the worst performing wards/neighbourhoods and other areas across the district	To be established by March 2006 (2005/6 data to become baseline) ⁶ Coldhurst Alexandra St. Mary's Medlock Vale	To be established by March 2006	To be established by March 2006	To be established by March 2006
E - IMPROVE THE QUALITY OF THE LOCAL ENVIRONMENT BY REDUCING THE GAP IN ASPECTS OF LIVEABILITY BETWEEN THE WORST WARDS/NEIGHBOURHOODS AND THE DISTRICT AS A WHOLE	Reduce the percentage of streetscapes falling below Grade B standard of cleanliness	25% (2003/4 – National Target)	20%	18%	17%
	* The number of hours by which 85% of reported incidents of fly-tipping are removed (on a Borough wide basis)	96 (2004/05 figures)	96 <i>(84)</i>	96 <i>(72)</i>	96 <i>(60)</i>
		Stretch Target	Reduce the number of hours by which 85% of reported incidents of fly-tipping are removed to 60 hours (a reduction of 36 hours over the three years of the LAA against the 2004/05 baseline)		
	* The number of fly-tipping incidents across the Borough as reported in the <i>Street Scene</i> database	2,682 (2004/05 figures)	<i>(2,613)</i>	<i>(2,544)</i>	2,600 <i>(2,475)</i>
		Stretch Target	Reduce the number of fly-tipping incidents across the Borough to 2,475 (a reduction of 207 incidents over the three years of the LAA against the 2004/05 baseline)		

⁶ Key crime statistics at ward level are currently unavailable until March 2006

* The number of graffiti incidents across the Borough as reported on the <i>Street Scene</i> database	5% (2004/05 figures)			4.75%
	Stretch Target	Reduce the number of graffiti incidents across the Borough to 4.25% (a reduction of 0.75% over the three years of the LAA against the 2004/05 baseline)		
* The proportion of relevant land and highways from which unacceptable levels of graffiti are visible against a set baseline	24% (2004/05 figures)			22%
	Stretch Target	Reduce the proportion of relevant land and highways from which unacceptable levels of graffiti are visible to 19% against a set baseline (a reduction of 5% across the three years of the LAA against the 2004/05 baseline)		
Percentage of the total tonnage of household waste arisings which have been recycled / composted	6% 2003/4 ⁷	To be established	To be established	33% (2009/10 target)
Percentage of residents reporting an increase in satisfaction with the cleanliness of their streets	39% (2004)	To be established Mar 06 following MORI Survey Autumn 05	To be established Mar 06 following MORI Survey Autumn 05	To be established Mar 06 following MORI Survey Autumn 05 (49% (by 2010, as defined in Community Strategy))
Number of Green Flag parks/cemeteries	5 2004/5 ⁸	7 (2007) (Chadderton Hall Park)	8 (2008) (Foxdenton Park)	9 (2009) (Hollinwood Cemetery)

⁷ Indicative 2010 local targets is 33% - awaiting guidance from DEFRA to set targets for 2006-9

⁸ Assumes existing funding remains at current levels

F - TO INCREASE DOMESTIC FIRE SAFETY AND TO REDUCE ARSON	To achieve a 10% reduction in deliberate / malicious fires by 2010	2,849 (Mgt. Info System 2001/2) ⁹	2,691	2,660	2,628
	Number of deliberate primary fires (Fire Damage Report 1), excluding vehicles	290 (2004/5)	278	272	266
	* Number of accidental domestic dwelling fires ¹⁰	360 (2005/6)	360 (334)	360 (334)	360 (334)
	Stretch Target	Reduce the total number of accidental domestic dwelling fires from 1080 to 1002 (a reduction of 78 fires over the three years of the LAA)			
G – TO PROMOTE CULTURE AND COHESION	* Number of adults (aged 16 and above) who participate in performing and visual arts activity	8,460 individuals ¹¹	8,802	8,978	9,158
		Stretch Target	9,250	12,000	19,750
FUNDING STREAMS					
(P = Pooled, A = Aligned)		AMOUNT			
		2005/6	2006/7	2007/8	2008/9
Street Scene (Mainstream Budget) (A)			£2,355,128	£2,378,679	£2,402,466
Parks (A)			£1,033,819	£1,044,157	£1,054,598
Street & Parks Scene NRF (A)		£480,000	£400,000	-	-
Waste Performance and Efficiency (A)			£768,206	£775,888	£783,647
Air Quality – Local Transport Plan (A)			£457	£432	£565

⁹ Figures exclude moorland and grass fires

¹⁰ Reward Grant payable from 40% of target achieved

¹¹ Attitudes to And Perceptions of Culture in North West England, NWRIU, 2004.

¹² Figures represent core costs of sustaining Community Empowerment Team at current level.

Air Quality (A)		£34,140	£34,500	£34,850
Basic Command Unit (awaiting confirmation) (A)	£303,797	£304,000	Unknown	Unknown
Anti-Social Behaviour Grant (P)	£25,000	£25,000	Unknown	Unknown
Building Safer Communities (P)	£395,721	£396,000	£396,000	Unknown
Drugs Strategy Partnership Grant (A)	£69,257	£69,259	Unknown	Unknown
Community Safety Unit NRF (A)	£300,000	£200,000	-	-
Community Empowerment Team Grant (A)	£438,000	£146,131 (£500,000) ¹²	Unknown (£515,000) ¹²	Unknown (£530,450) ¹²
Domestic Violence Grant (P)	£7,000	£7,000	Unknown	Unknown
Regional Home Office Directors Grant	£12,000	Unknown	Unknown	Unknown
Community Safety Unit Mainstream (A)	£110,000	£30,000	Unknown	Unknown
NDC (A)	£1,046,000	£1,012,700	£1,332,500	Unknown

LOCAL EFFICIENCIES PROPOSED

Using income better: e.g. Fixed penalty notice monies could be re-invested to support further enforcement activity and pay for additional staff posts.

Efficiencies in partnership working – reduce the number of Partnerships represented on the LSP e.g. Environment Partnership and Crime and Disorder Partnership could merge and incorporate Safer Neighbourhood Boards (subject to consensus at LSP).

FREEDOM & FLEXIBILITIES SOUGHT

- Could there be freedoms and flexibilities regarding funding across financial years i.e. flexibility for funding to be carried forward across financial years if an underspend is incurred – moving to a three year budget cycle (All funding streams)?
- Currently, there are restrictions on what enforcement activity can be undertaken by certain roles/posts. Freedom to remove restrictions on what police/PCSOs/Enforcement Officers can do.
- We would welcome the flexibility to vire between capital and revenue for the resources going into the Local Area Agreement (Safer and Stronger Communities Fund (currently 28% capital/72% revenue)). Is there potential to decide locally how we would want to split funding between revenue/capital to support activity?
- We would welcome the freedom to re-invest locally the Recovered Assets Fund monies accrued as a result of criminal enforcement operations in Oldham. These funds are given direct to Greater Manchester Police for re-investment and we would like to request that the total value of all assets from Oldham is re-invested for activity across the Borough.

APPENDIX 2b – SAFER & STRONGER COMMUNITIES (HOUSING) PRO-FORMA

BLOCK: HOUSING		CHANGE THEORY: Meeting the needs in all neighbourhoods/ communities to provide affordable and decent homes and give support to those who need it			
OUTCOMES					
<p>A. To bring all properties up to a decency standard by 2010</p> <p>B. To improve services and prevent Homelessness</p> <p>C. To empower local people to have a greater voice and influence over local decision making and the delivery of services</p>					
OUTCOMES	INDICATORS (* indicates stretch target)	PERFORMANCE BASELINE	POSSIBLE TARGETS		
			2006/7	2007/8	2008/9
<p>A – TO BRING ALL PROPERTIES UP TO A DECENCY STANDARD BY 2010</p> <p>All social housing is made decent and that at least 70% of properties in the private sector where there are vulnerable households are made decent by 2010</p>	<p>The total number of private sector properties in the borough which were non-decent at the beginning of the year</p> <ul style="list-style-type: none"> ▪ The proportion of these private sector homes that are occupied by vulnerable households 	35,252 ¹	-	-	-
		60% ¹	55%	45%	35%

¹ Source: Oldham Metropolitan Borough Council, Stock Condition, 2005

	Meet the current statutory minimum standard for housing <ul style="list-style-type: none"> The proportion of Local Authority homes which were non – decent at the beginning of the year 	48.2% ²	19.5% ³	13% ³	-
	<ul style="list-style-type: none"> The proportion of RSL properties which were non – decent at the beginning of the year 	15.85%	0	0	0
	Provide a reasonable degree of thermal comfort <ul style="list-style-type: none"> Energy efficiency – the average Standard Assessment Procedure (SAP) rating of local authority owned dwellings 	68.06% ⁴	70% ⁶	71% ⁶	-
	<ul style="list-style-type: none"> RSL dwelling's SAP rating 	71.35	-	-	-
	<ul style="list-style-type: none"> Private Sector Housing SAP rating 	59.11 ⁵	62%	65%	66%

² 2004 / 2005 current performance

³ Taken from Oldham Corporate Plan 2005 – 08

⁴ 2004/05 current performance

⁵ Average Public Sector Housing Standard Assessment Procedure Rating, Oldham Metropolitan Borough Council Stock Condition, 2005

⁶ Taken from Oldham Corporate Plan 2005 – 08

	Bringing empty homes into use The number of private sector dwellings that are returned into occupation	6 ⁷	20	25	25
B - TO IMPROVE SERVICES AND PREVENT HOMELESSNESS	Level of homelessness. * Reduce levels of homelessness acceptances	880	830 (800)	780 (700)	700 (550)
		Stretch Target: Reduce the total number of individuals accepted as homeless from 880 to 550 (a reduction of 330 people over the three years of the LAA against the 2004/05 baseline)			
	Increase numbers of cases where Housing Advice prevents homelessness	79 ⁸	370	450	490
	Reduce numbers of households placed in B&B	165 (2004/05)	90	60	50
	Reduce the use of temporary accommodation by 50% by 2010	39 (2004/05)	30	25	22
	Increase the overall provision and effectiveness of Local Authority services to help those who have experienced Domestic Violence and prevent further DV.	7/11	9/11	10/11	11/11
C - TO EMPOWER	Tenant Satisfaction with Decision Making				

⁷ Figure up to 2nd quarter 2005/06

⁸ Figure for 1st quarter 2005/6

<p>LOCAL PEOPLE TO HAVE A GREATER VOICE AND INFLUENCE OVER LOCAL DECISION MAKING AND THE DELIVERY OF SERVICES</p>	<ul style="list-style-type: none"> ▪ Satisfaction of all tenants of council housing with the opportunities for participation in management and decision making in relation to services provided by their landlord ▪ Satisfaction of all Registered Social Landlords tenants 	<p>53.2%⁹</p> <p>Data being collated by RSL's</p>	<p>69%¹⁰</p>	<p>69%¹⁰</p>	<p>-</p> <p>-</p>
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⁹ 2004/05 current performance

¹⁰ Taken from Oldham Corporate Plan 2005 – 2008

FUNDING STREAMS (P = Pooled, A = Aligned)	AMOUNT			
	2005/6	2006/7	2007/8	2008/9
Disabled Facilities Grant (A)		£418k	£418k	£418k
First Choice Homes 2 nd round ALMO funding (A)		£25.2m		
Fitton Hill transfer of Housing Stock to Villages Housing Association (A)		£25m (04-09)		
Hollins/Limeside transfer of Housing Stock to Portico Housing Association (A)		£13m (03-07)		
Homelessness (ODPM) grant (A)		£50k	£50k	
Housing Corporation Approval Development Programme (A)		£5m	£5m	
Housing Market Renewal (Funding shared with Rochdale) (A)		Unknown at this stage (£53.5m in 04-06)		
Housing Revenue Account – Major Repairs Allowance (A)		£7.2m	£7.0m	£6.8m
Private Sector Housing Programme (P)		£2m	£2m	
Round 4 PFI Project (A)				£100m ¹¹
Sheltered PFI Project (A)		£136m ¹¹		
Supporting People Funding		£7.9m	£7.9m	£7.9m

¹¹ Over 30 years. Most of the investment will occur in the first 5 years of the project.

Warm Front funding (<i>P</i>) Energy Efficiency Commitment				
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LOCAL EFFICIENCIES PROPOSED

Prevention of homelessness will lead to a more efficient service for customers and reduce the burden on other services. This will result in direct savings.

FREEDOM & FLEXIBILITIES SOUGHT

- The flexibility to invest HMR funding in ways, which are most effective in strengthening the market. Not just 'bricks and mortar' investment but carrying out 'Strategic Programmes' work and the implication that the types of activity to be funded under these new programmes are eligible for funding through HMRF.
- The future of the ALMO post 2007, when the Management Agreement ends, may result in greater freedoms and flexibilities around the use of the HRA. The ability to use the HRA and assets to borrow against would allow monies to be used to finance improvements in the Council's stock and moreover allow us to achieve Decent Neighbourhoods. (Subject to ODPM consultation document)
- National Affordable Housing Programme. The flexibility to be offered an allocation of resources from the NAHP rather than having a bidding round through RSL's in the traditional way. These resources to be directed accordingly to best meet the council's strategic housing objectives. The advantage of this is that we would not be 'scheme bound' and that we could link things more closely with the HMR programme, maximise the benefits from preferred developers consortia. Most importantly strengthen the housing market more effectively.

APPENDIX 3 – ECONOMIC DEVELOPMENT & ENTERPRISE BLOCK PRO-FORMA

BLOCK: ECONOMIC DEVELOPMENT & ENTERPRISE **CHANGE THEORY:** Improving employment opportunities for local people, addressing skill attainment and creating an environment to encourage entrepreneurship and investment

OUTCOMES

- A. Improving Enterprise, Innovation and Business Growth
- B. Improve the skills and employability of the Borough's residents
- C. Reducing poverty and Inequalities
- D. Attracting investment to create quality modern floor space and new jobs

OUTCOMES	INDICATORS (* indicates stretch target)	PERFORMANCE BASELINE	POSSIBLE TARGETS		
			2006/7	2007/8	2008/9
A – IMPROVING ENTERPRISE, INNOVATION AND BUSINESS GROWTH	Increase number of business start-ups	Oldham - 36.3% ^{1 & 2} Gtr M'cr - 49%	To be established September 2006	To be established early 2007	To be established early 2007
	New business survival rate: • After 1 year • After 2 years • After 3 years	To be established September 2006 ²	To be established September 2006	To be established early 2007	To be established early 2007
	Number of Social Enterprises where income earned is at least 50% of annual turnover	8 ³	12	16	-

¹ Number per 10,000 working age, ONS VAT Registrations 1995-2003 / Chamberlink Manchester

² Awaiting information from analysis of business support activity

³ Social Enterprise Consultancy

	Types of businesses by key sectors based on number employed in: <ul style="list-style-type: none"> • Construction • Creative Industries 	4186 3506	6.5% ⁴ 4.5% ⁴	6.6% 4.7%	6.7% 4.9%
B - IMPROVE THE SKILLS AND EMPLOYABILITY OF THE BOROUGH'S RESIDENTS	No. of FTE students entering UCO	600 ⁵	688	911	1081
	Retention of cohort entering UCO at the end of each academic year	510 ⁵	584	774	919
	Progression of cohort entering UCO through to following academic year	480 ⁵	550	729	864
	* Number of residents achieving Basic Skills through the Skills for Life accredited qualification	1208 ⁶	1208 (1268)	1306 (1366)	1306 (1367)
		Stretch Target:	Increase the total number of adults aged 16+ achieving Basic Skills target qualifications from 3,820 to 4,001 (an increase of 181 adults over the three years of the LAA)		
	* Percentage of learners achieving level 2 by the age of 19	57.2% ⁷ 1963	59.2% 2052 (2103)	61.2% 2065 (2116)	62.2% 2110 (2162)
	Stretch Target:	Increase the total number of individuals achieving level 2 by the age of 19 from 6,227 to 6,381 (an increase of 154 people over the three years of the LAA)			

⁴ Measured as a percentage of employment in the Borough's economy

⁵ University Centre Oldham 2006

⁶ Learning & Skills Council, Skills For Life, 2004/05

⁷ Learning & Skills Council, 2005

	Percentage of learners achieving level 3 by the age of 19	40.8%	43.5%	46.2%	48.5%
C - REDUCING POVERTY AND INEQUALITIES	Reducing worklessness amongst the working aged population (aged 16-59) of Oldham				
	* i) The number of IB claimants moving into employment in 5 priority ⁸ wards in the Borough	12 people per priority ward (Borough average - 2004/05). 60 in total	75 (95)	95 (115)	110 (131)
		Stretch Target:	Increase the total number of IB claimants moving into employment in 5 priority wards from 280 to 341 (an increase of 61 people over the three years of the LAA)		
	* ii) In 2 other priority wards ⁹ , the number of IB claimants moving into employment who have been claiming for over 2 years	1% in to employment. 1142 claiming IB for over 2 years in Alexandra and St Paul's (Oct05)	24 (30)	30 (40)	33 (35)
		Stretch Target:	Increase the total number of IB claimants who have been claiming for over two years moving into employment in two other priority wards from 87 to 105 (an increase of 18 people over the three years of the LAA)		
	iii) The Borough average IB claimant rate	10.7%. 13,475 IB claimants (Oct 05)	10.7%	10.6%	10.5%

⁸ JCP 2005 figures for the following wards: Hollinwood, Coldhurst, Werneth, St Mary's and Lees

⁹ Alexandra (includes the NDC area) and St Pauls

	iv) The number of lone parents moving into employment	592 (Oct 05) 3,300 registered lone parents at Oct 05 ¹⁰	3% increase (610)	3% increase (628)	3% increase (646)
D- ATTRACTING INVESTMENT TO CREATE QUALITY MODERN FLOOR SPACE AND NEW JOBS	Creation of quality floor space and new jobs ¹¹	2005/6 developments of 4 major investment sites underway	-	-	27,200 sq. m. of quality floor space created resulting in 885 new jobs
		AMOUNT			
	FUNDING STREAMS <i>(P = Pooled, A = Aligned)</i>	2005/6	2006/7	2007/8	2008/9
	NRF – Neighbourhood Renewal Fund (P) - <i>Economic Partnership</i> - <i>Oldham Beyond</i> - <i>Local Learning Partnership</i>	£1,399,500 (£360,000 £250,000 £789,500)	£1,689,500 (£450,000 £450,000 £789,500)		
	LEGI – Local Enterprise growth Initiative (P)	£100,000 (pump-priming)	Currently developing second round proposal for July 2006		
	NWDA – SRB6 (P)	£4,500,000	£4,500,000 (rolled over)	£2,000,000 (to be confirmed March 2006) £1,000,000 of which is currently unallocated to any specific projects)	
	English Partnerships (A)	£100,000	£40,000		

¹⁰ JCP/DWP October 2005

¹¹ "Quality" will assured by the delivery of Oldham Beyond investment priorities e.g. Hollinwood Junction, Oldham Town Hall, University Centre Oldham and Mumps Business area and/or at other sites that deliver floor space suitable to accommodate key sectors within the Regional Economic Strategy

LSC – Learning & Skills Council (A)	£1,919,574	To be confirmed	To be confirmed	To be confirmed
JCP – Job Centre Plus, Ethnic Minority Flexible Funding (A)	Local commitment to aligning funding subject to availability			
NDC (A) -Total Economy theme	£1,127,680 (estimated)	£2,116,283	£1,865,000	£3,235,000
-Total Education theme	£1,449,994	£809,453	£394,778	£380,000
North West objective 2 programme				
Priority 1 monies- Local delivery (allocated to projects) (A)	£250,000	£150,000		
Priority 2 monies- Sub-regional plan Oldham allocation (allocated to projects) (A)	£500,000	£500,000	£500,000	
Priority 2 monies- local action plan (allocated to projects) (A)	£1,00,000	£500,000	£100,000	
Priority 3 monies- un-spent (allocated to projects) (A)	£1,000,000	£1,000,000	£500,000	
LABGI – Local Authority Business Growth Initiative	£255,000			

LOCAL EFFICIENCIES PROPOSED

Working with local agencies, organisations and OMBC departments to ensure contact made with businesses for research purposes are streamlined, reducing survey fatigue with local employers, creating efficiency savings in time dedicated to research and improving information sharing amongst key agencies.

Amalgamation of current monitoring and reporting systems, reducing duplication of monitoring information within the council and enable information sharing amongst grant administrators. EG, Applicable to NRF and European funding

FREEDOM & FLEXIBILITIES SOUGHT

- DWP to grant Jobcentre Plus advisors the powers to set aside the 16 hour rule for designated skills programmes, to support more IB claimants enter training and therefore increase their employability.
- DWP to allow JCP to increase its headcount where additional staff will be externally funded (eg through NRF), where there is a clear rationale for and benefit from their involvement, to ensure that JCP is able to deliver initiatives in partnership with other public sector bodies
- Greater flexibility to negotiate with JCP locally without detriment to JCP targets and deliver targets locally between agencies.
- Also more flexibility in the way targets are achieved, for example; outreach work in communities to advise on benefits and training to work schemes.
- Increased freedoms and flexibilities to enable sharing of beneficiary information between thematic partnerships exploring a relaxation of the data protection legislation.
- Flexibility to role funding over financial years
- It is understood that the Higher Education Funding Council for England (HEFCE) holds information on HE attainment and it is requested that a Freedom and Flexibility should be explored to enable access to data / information on specific attainment numbers. The Local Learning Partnership would fully endorse a stretch target based on this measure if the information was made available as this would provide a more substantiated picture; which could then be more effectively performance managed
- The growth of University Centre Oldham is restricted by the number of student places that the Higher education Funding Council for England (HEFCE) are prepared to fund. By 2009/09 it will not be possible on the present quota for the university to expand its Oldham provision commensurate with demand. There is a need for greater flexibility in the approach HEFCE take in determining the total allocation of HE spaces at UCO.

It is intended that the remaining allocation of ERDF resource be aligned with the LAA processes, although there is limited funding available at present. Unfortunately, the protocol surrounding the application process would remain the same, however, the rationale behind its allocation can be managed by the Accountable Body. Through this process we would seek some freedoms and flexibilities around the re-allocation of Priority 1 (business support) money. The system currently restricts the allocation of under spent resources on new projects, demanding that they be returned to GONW, and then given to the GM, Manchester Enterprise Action Plan. However, we would argue that this resource should be retained by Oldham, in order to rationalise these under spent funds within the LAA initiative.

In addition, a business case will also be developed for a freedom and flexibility to introduce changes to the current benefit application protocol to enable JCP and OMBC to ascertain the ethnic heritage of people both in receipt of and applying for benefits, in particular Incapacity Benefit. Currently, the existing system does not collect or record this type of information. However, upon modification of the existing benefit application process and the implementation of accurate monitoring systems, the information will enable both the local authority, JCP and other partner organisations such as the PCT to develop a better understanding of the nature of claimants, including generational issues of local communities and introduce interventions to target groups and better monitor the employment activity and inactivity levels of minority ethnic groups. (For the purpose of the LAA, we have adopted a ward level approach to addressing high claimants of IB in those wards which we understand to be of high ethnic make-up).

APPENDIX 4 - HEALTHIER COMMUNITIES & OLDER PEOPLE BLOCK PRO-FORMA

BLOCK: HEALTHIER COMMUNITIES & OLDER PEOPLE	CHANGE THEORY: Creating more opportunities to enable citizens to lead healthy, active and longer lives
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To reduce the gap in life expectancy between the most deprived wards in Oldham and the Borough average from a baseline of 3.5% to 2.5% as measured by life expectancy at birth.¹

OUTCOMES

- A. Improved health of the Oldham population through reduction of the impact of risk factors for low life expectancy on the most vulnerable communities in Oldham
 - 1) Lifestyle Factors – Smoking, Diet, Sport and Physical Activity, Alcohol
 - 2) Infant Mortality
 - 3) Mental Health Outcomes for Adults
- B. Integrated services to support independence and improved engagement of older people as active citizens.
- C. Improved outcomes for diabetes

OUTCOMES	INDICATORS (* indicates stretch target)	PERFORMANCE BASELINE	POSSIBLE TARGETS		
			2006/7	2007/8	2008/9
1– LIFESTYLE FACTORS: SMOKING	* Engagement with Stop Smoking Service by subgroup; Number of Clients quitting at 4 weeks from BME population	2004/2005 BME Quit rate = 30	LDP Quit 38 (79)	LDP Quit 39 (81)	LDP Quit 39 (81)
		<i>Stretch Target:</i>	<i>Increase the total number of individuals from the BME population accessing the service and quitting from 116 to 241 (an increase of 125 people over the three years of the LAA)</i>		

	Number of clients quitting at 4 weeks who are male and aged between 16-34 (not including BME)	Male 16-34 Quit rate = 102	LDP Quit 134 (277)	LDP Quit 135 (278)	LDP Quit 135 (279)
		Stretch Target:	Increase the total number of males aged 16-34 (not including BME) accessing the service and quitting from 404 to 834 (an increase of 430 people over the three years of the LAA)		
DIET	Proportion of people surveyed reporting consumption of fruit and vegetables at 5 portions per day.	Synthetic prevalence rate 17.95% ± 3% = 38,951 ¹	19.95% (43,345)	21.95% (47,691)	23.95% (52,036)
	Proportion of the population living in wards of Oldham with highest premature mortality rates reporting consuming five portions of fruit and vegetables per day.	<i>Estimated percentage:</i> 15% 9,793 ²	17.5% (11,425)	20.0% (13,057)	22.5% (14,690)
SPORT AND PHYSICAL ACTIVITY	Proportion of the surveyed population reporting participation in 30mins or more of physical activity on at least three days per week.	3% (excluding walking) ³ = 6519	6% 13,036	9% 19,554	12% 26,072

¹ North West Public Health Observatory, 2004

² Percentage fixed on final results from Healthy Lifestyle Survey, February 2006 (We are looking at other possibilities with regard to outcomes and outputs for the period between the local surveys. Possibilities for Outcome measures include commissioning additional activity from the Health Survey for England, NW Public Health Observatory or the Active People Survey.)

³ North West Development Agency Survey, 2004

	Proportion of the populations living in the wards of Oldham with the highest premature mortality rates participating in 30 minutes of physical activity on a minimum of three days per week	<i>Estimated percentage:</i> 2% = 1959 ⁴	5% 4,898	8% 7,836	14% 13,713
ALCOHOL	Reduce harm from alcohol in line with the developing Oldham Alcohol Strategy	Likely indicator: Alcohol related deaths from digested disorder attributable to alcohol. 20.1 per 100,000 population	Targets to be set in April/May 2006		

⁴ Percentage fixed on final results from Healthy Lifestyle Survey, February 2006

A2 - INFANT MORTALITY (GONW LSP ANNUAL REVIEW TARGET)	Percentage of women smoking during pregnancy in wards with highest infant mortality rates ⁵ To reduce by 1.5% per annum, women smoking during pregnancy in populations living in Coldhurst, Werneth, St Paul, Alexandra and St James wards	11.77% 2004 (Calendar year)	10.27%	8.77%	7.27%
	Percentage of mothers initiating breast-feeding at delivery, living in wards with the highest rates of infant mortality. To increase by 3 % per annum, percentage of mothers initiating breast feeding in populations living in Coldhurst, Werneth, St Paul, Alexandra and St James wards	60.6% Quarter 2 05/06	63.6%	66.6%	69.6%

⁵ Source: Royal Oldham Maternity Statistics 2004. Total number of maternities 3143. Missing fields in 43% of records.

A3 - MENTAL HEALTH OUTCOMES FOR ADULTS. (GONW LSP ANNUAL REVIEW TARGET)	Percentage of people under adult mental illness specialties on Care Programme Approach receiving follow up (by phone or face to face) within 48 hours of discharge from hospital	To be established (from Quarter 4 figures)	Increase to 100 % people under adult mental illness specialties on Care Programme Approach receiving follow up (by phone or face to face) within 48 hours of discharge from hospital.		100%
B - INTEGRATED SERVICES TO SUPPORT INDEPENDENCE AND IMPROVED ENGAGEMENT OF OLDER PEOPLE AS ACTIVE CITIZENS.	1 <u>SERVICES FOR CARERS</u> a) Total number of breaks provided through Carers Grant in the period 2005 / 2006	PAF C62 – 04/05 – 0.6% Delivery Improvement Statements (DIS) 2716 2004/05 8,643	13,000	15,000	17,000
	b) Increase number of black and minority ethnic carers eligible for breaks	129	155	170	187
	2 <u>BENEFITS, VOLUNTEERS, EMPOWERMENT</u> a) Number of pensioner households in receipt of pension credit	11,200 claimants	224 (2% increase)	228 (2%)	233 (2%)
	b) Number of people 50+ who undertake a supportive community role, e.g. volunteers engaging in Health and Social Care activities	HO-PSA6 - HO-PSA7 (National target of 5% increase year on year) Baseline - 300	330	334	342

	c) Empowering of older people to make a positive contribution to the planning, commissioning and delivery of services.	DWP PSA8 HO PSA7 + T32 250 specific community consultations	300	(+50) 350	(+50) 400
	3 <u>OLDER PEOPLE LIVING AT HOME</u> a) * To enable increasing numbers of older people aged 65+ to live at home	2520 - 2005/06 Stretch Target:	2620 3,120	2735 3,235	2835 4,000
	b) * Number of clients in residential and nursing placements	1,100 <i>good</i> 2004/2005 Stretch Target:	1,100 <i>good</i> 1,000	1,100 <i>good</i> 1,000	1,100 <i>good</i> 900
C – IMPROVED OUTCOMES FOR DIABETES	Percentage of people with diabetes who have 'poor control' of their condition (HbA1C >10%)	15% (1310/8732) of diabetics in Oldham – 'poor control' of diabetes	13.5% 1178	12% 1047	10.5% 916
	Percentage of people with diabetes who have 'poor control' of their condition (HbA1C >10%) living in areas of deprivation	Quality Management & Analysis System (QMAS) Data			
FUNDING STREAMS		AMOUNT			
		2005/6	2006/7	2007/8	2008/9
	The Healthier Communities and Older People block is considering the alignment of budgets to achieve targets in the LAA that are congruent with existing earmarked budgets. Aligning	NRF Budget £400,000	NRF Budget £400,000	NRF Budget £400,000	NRF Budget £400,000

across different existing budgets will increase the impact over that which would be achieved otherwise. Consideration is also being given to pooling of NRF budgets to achieve LAA targets for the 2006-2009 period.				
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LOCAL EFFICIENCIES PROPOSED

The current structure of the Health and Social Care Partnership is being reviewed to ensure we have the most appropriate arrangement to support the LAA targets. Efficiency will be sought in streamlining the performance management of the Partnership through focussing on the indicators agreed in the LAA.

FREEDOM & FLEXIBILITIES SOUGHT

The Block group feel that sufficient flexibility is available through the Health and Social Care Act to enable the work on the Local Area Agreement targets. Consideration is being given to freedoms and flexibilities around:

- Freedom to budget within a three year time span allowing overspend in one year on the assumption of balance over three years.
- Flexibility to adopt local indicators to measure achievement of agreed outcomes.
- Flexibility to agree local protocols for data sharing.

APPENDIX 5 – CHILDREN & YOUNG PEOPLE BLOCK PRO-FORMA

BLOCK: CHILDREN & YOUNG PEOPLE	CHANGE THEORY: Enabling children and young people to lead healthy, active lives and be highly skilled, educated and socially responsible
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<p>OUTCOMES</p> <p>A. The health of children and young people is improved</p> <p>B. Children and young people, particularly those most vulnerable, stay safe</p> <p>C. Children and young people excel through formal and informal education</p> <p>D. Young people play a positive role in the community</p> <p>E. Young people achieve economic well being</p>
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OUTCOMES	INDICATORS (* indicates stretch target)	PERFORMANCE BASELINE	POSSIBLE TARGETS		
			2006/7	2007/8	2008/9
A – THE HEALTH OF CHILDREN AND YOUNG PEOPLE IS IMPROVED	* Proportion of schools achieving Healthy School Standard	25/110 (22.7%) ¹	55/110 (50.0%) [Dec 2006]		
		<i>Stretch target:</i>	<i>By the end of the third year of the LAA, increase the proportion of schools achieving Healthy School Standard to 90/110 (95%)</i>		
	Number of conceptions to under 18s per 1,000 females aged 15-17	56.6 ²	40.5	38.7	33.5
	With the ward with the highest rate being no higher than	106.5	100.0 [Data for 2006 reported Feb 2008]	80.0 [Data for 2007 reported Feb 2009]	70.0 [Data for 2008 reported Feb 2010]

¹ Fixed Point data measured December 2005

² Calendar Year data for 2003 reported in February 2005

Reduce incidence of Sexually Transmitted Infections amongst under-18s ³	Establish baseline in 2006-07 for under 16s and 16-19s using Department of Health methodology			
Percentage of young people stating they consumed alcohol in the last month: <ul style="list-style-type: none"> 11-15 year olds 15 year olds 	42.7% ¹ 76.4%	40.5% 74.6% [Dec 2006]	38.7% 72.3% [Dec 2007]	36.0% 70.0% [Dec 2008]
Percentage of young people admitting to using illicit substances in the last 6 months: <ul style="list-style-type: none"> 11-15 year olds 15 year olds 	7.4% ¹ 15.1%	6.5% 14.6% [Dec 2006]	6.0% 14.1% [Dec 2007]	5.5% 13.5% [Dec 2008]
% Incidence of Obesity amongst children aged 11	25% ⁴	25% [Oct 2006]	25% [Oct 2007]	24% [Oct 2008]
* Percentage of children and young people aged 5-16 inclusive who take part in high quality PE or school sport for more than two hours per week.	68% ⁵	75% [2006-07]	85% [2007-08]	87% [2008-09]
	Stretch Target:	By the end of the third year of the LAA, increase the percentage of children and young people aged 5 – 16 inclusive who take part in high quality PE or school sport for more than two hours per week to 90%		

³ As measured by diagnoses of Chlamydia as a ratio of individuals tested

⁴ Fixed point data measured October 2005

⁵ Academic Year data 2004-05

	Of those taking part in two hours of high quality PE and sport in school, the number also taking part in sport or moderate physical activity in the community for 1 or more hours a week.	78% ⁶	80% [2006-07]	82% [2007-08]	83% [2008-09]
B - CHILDREN AND YOUNG PEOPLE, PARTICULARLY THOSE MOST VULNERABLE, STAY SAFE	Percentage of 11-15 year olds experiencing bullying in schools and other venues	19% ⁶	17% [Dec 2006]	15% [Dec 2007]	14% [Dec 2008]
	Percentage of 11-15 year olds reporting racist abuse, threats or attacks in schools and other venues	13.7% ⁶	12.5% [Dec 2006]	12.0% [Dec 2007]	11.5% [Dec 2008]
	Proportion of children looked after for 12 months or more placed for adoption	4.9% ⁷	7% [2006-07]	8% [2007-08]	8% [2008-09]
C - CHILDREN AND YOUNG PEOPLE EXCEL THROUGH FORMAL AND INFORMAL EDUCATION	Number of childcare places available	<u>2003</u> <u>2004</u> <u>2005</u> 5,027 5,615 6,414 ⁸	6,748 [July 2006]	6,868 [July 2007]	7,018 [July 2008]
	Percentage of children reaching 'good' level of development at end of Foundation Stage	46% [2005 ⁹]	48% [2006-07]	49% [2007-08]	50% [2008-09]
	Half days missed through authorised and unauthorised absence: <ul style="list-style-type: none"> • Primary • Secondary 	5.7% ⁹ 8.5%	5.5% 7.7% [2006-07]	5.3% 7.55% [2007-08]	5.2% 7.4% [2008-09]

⁶ Fixed point data measured December 2005

⁷ Financial Year Data 2004-05

⁸ Fixed point data measured July each year

⁹ Academic Year data 2004-05

<p>* Percentage of 7 year olds achieving Level 2 Reading at Key Stage 1:</p> <ul style="list-style-type: none"> Borough wide 	<p>2003 2004 2005⁹</p> <p>82% 81% 81%</p>	82%	82%	83%
	<p>[2006-07]</p> <p>[2007-08]</p> <p>[2008-09]</p>	<p>Stretch Target: <i>By the end of the third year of the LAA, to increase the percentage of 7 year olds achieving Level 2 Reading at Key Stage 1 (Borough wide) to 85%</i></p>		
	<p>2003 2004 2005⁹</p> <p>50% 53% 28%</p>	35%	45%	57%
	<p>[2006-07]</p> <p>[2007-08]</p> <p>[2008-09]</p>	<p>Stretch Target: <i>By the end of the third year of the LAA, to increase the percentage of 7 year olds achieving Level 2 Reading at Key Stage 1, with the lowest performing school achieving not lower than 60%</i></p>		
<p>* Percentage of 7 year olds achieving Level 2 Writing at Key Stage 1</p> <ul style="list-style-type: none"> Borough wide 	<p>2003 2004 2005⁹</p> <p>80% 80% 79%</p>	80%	80%	81%
	<p>[2006-07]</p> <p>[2007-08]</p> <p>[2008-09]</p>	<p>Stretch Target: <i>By the end of the third year of the LAA, to increase the percentage of 7 year olds achieving Level 2 Writing at Key Stage 1 (Borough wide) to 83%</i></p>		
	<p>2003 2004 2005⁹</p> <p>22% 41% 33%</p>	40%	44%	47%
	<p>[2006-07]</p> <p>[2007-08]</p> <p>[2008-09]</p>	<p>Stretch Target: <i>By the end of the third year of the LAA, to increase the percentage of 7 year olds achieving Level 2 Writing at Key Stage 1, with the lowest performing school achieving not lower than 50%</i></p>		
<p>• With the lowest performing school achieving not lower than:¹⁰</p>	<p>2003 2004 2005⁹</p> <p>50% 53% 28%</p>	35%	45%	57%
	<p>[2006-07]</p> <p>[2007-08]</p> <p>[2008-09]</p>	<p>Stretch Target: <i>By the end of the third year of the LAA, to increase the percentage of 7 year olds achieving Level 2 Reading at Key Stage 1, with the lowest performing school achieving not lower than 60%</i></p>		
	<p>2003 2004 2005⁹</p> <p>80% 80% 79%</p>	80%	80%	81%
	<p>[2006-07]</p> <p>[2007-08]</p> <p>[2008-09]</p>	<p>Stretch Target: <i>By the end of the third year of the LAA, to increase the percentage of 7 year olds achieving Level 2 Writing at Key Stage 1 (Borough wide) to 83%</i></p>		
<p>• With the lowest performing school achieving no lower than:¹⁰</p>	<p>2003 2004 2005⁹</p> <p>22% 41% 33%</p>	40%	44%	47%
	<p>[2006-07]</p> <p>[2007-08]</p> <p>[2008-09]</p>	<p>Stretch Target: <i>By the end of the third year of the LAA, to increase the percentage of 7 year olds achieving Level 2 Writing at Key Stage 1, with the lowest performing school achieving not lower than 50%</i></p>		

¹⁰ 100% of reward grant payable providing the lowest performing schools achieves no lower than figures quoted. Otherwise 80% of reward grant payable if lowest performing school target not achieved

<ul style="list-style-type: none"> * Percentage of 11 year olds achieving Level 4 in English <ul style="list-style-type: none"> • Borough wide • With the lowest performing school achieving no lower than:¹⁰ 	<table border="1"> <thead> <tr> <th>2003</th> <th>2004</th> <th>2005</th> </tr> </thead> <tbody> <tr> <td>72%</td> <td>75%</td> <td>76%</td> </tr> </tbody> </table>	2003	2004	2005	72%	75%	76%	77% [2006-07]	78% [2007-08]	79% [2008-09]
	2003	2004	2005							
	72%	75%	76%							
	Stretch Target:	By the end of the third year of the LAA, to increase the percentage of 11 year olds achieving Level 4 in English (Borough wide) to 81%								
	<table border="1"> <thead> <tr> <th>2003</th> <th>2004</th> <th>2005</th> </tr> </thead> <tbody> <tr> <td>19%</td> <td>30%</td> <td>39%</td> </tr> </tbody> </table>	2003	2004	2005	19%	30%	39%	43% [2006-07]	46% [2007-08]	47% [2008-09]
	2003	2004	2005							
	19%	30%	39%							
	Stretch Target:	By the end of the third year of the LAA, to increase the percentage of 11 year olds achieving Level 4 in English with the lowest performing school achieving no lower than 50%								
KS3 – Percentage of Schools with 50% or more pupils achieving Level 5 or above in English, Maths and Science	73.3% ¹¹ [Number = 12]	86.7% [13]	93.3% [14]	100% [15]						
<ul style="list-style-type: none"> * Percentage of 14 year olds achieving Level 5 in English <ul style="list-style-type: none"> • Borough wide • With the lowest performing school achieving no lower than:¹⁰ 	<table border="1"> <thead> <tr> <th>2003</th> <th>2004</th> <th>2005¹²</th> </tr> </thead> <tbody> <tr> <td>65%</td> <td>68%</td> <td>69%</td> </tr> </tbody> </table>	2003	2004	2005 ¹²	65%	68%	69%	72% [2006-07]	73% [2007-08]	74% [2008-09]
	2003	2004	2005 ¹²							
	65%	68%	69%							
	Stretch Target:	By the end of the third year of the LAA, to increase the percentage of 14 year olds achieving Level 5 in English (Borough wide) to 75%								
<table border="1"> <thead> <tr> <th>2003</th> <th>2004</th> <th>2005¹³</th> </tr> </thead> <tbody> <tr> <td>33%</td> <td>36%</td> <td>41%</td> </tr> </tbody> </table>	2003	2004	2005 ¹³	33%	36%	41%	43% [2006-07]	46% [2007-08]	48% [2008-09]	
2003	2004	2005 ¹³								
33%	36%	41%								
Stretch Target:	By the end of the third year of the LAA, to increase the percentage of 14 year olds achieving Level 5 in English with the lowest performing school achieving no lower than 50%									

¹¹ Academic Year Data 2005

¹² Academic Year Data

¹³ Academic Year Data

KS4 – Percentage of Schools with 30% or more pupils achieving 5 A*-C grades at GCSE	93.3% ¹⁴	100% [2006-07]	100% [2007-08]	100% [2008-09]	
	KS4 - % achieving 5 GCSEs at A* - C				
	<ul style="list-style-type: none"> Borough wide Kaskenmoor Radclyffe 	51.9% ¹⁴ 18.7% 26.5%	61% 32% 34% [2006-07]	62% 32% 34% [2007-08]	63% 33% 35% [2008-09]
	* Percentage of 16 year olds achieving equivalent of 5 A*-C GCSEs including English and Maths by the end of Year 11				
	<ul style="list-style-type: none"> Borough wide 	<u>2003</u> <u>2004</u> <u>2005</u> ¹² 31.1% 31.7% 35.4%	37.5% [2006-07]	38.5% [2007-08]	40.0% [2008-09]
	<ul style="list-style-type: none"> The lowest performing school achieving not lower than:¹⁰ 	<u>2003</u> <u>2004</u> <u>2005</u> ¹² 10.0% 11.8% 11.4%	12.5% [2006-07]	15.5% [2007-08]	18.5% [2008-09]
	Stretch Target:	By the end of the third year of the LAA, to increase the percentage of 16 year olds achieving equivalent of 5 A* - C GCSEs including English and Maths by the end of Year 11 (Borough wide) to 42%			
	Stretch Target:	By the end of the third year of the LAA, to increase the percentage of 16 year olds achieving equivalent of 5 A* - C GCSEs including English and Maths by the end of Year 11, with the lowest performing school achieving no lower than 20.5%			

¹⁴ Academic Year Data 2004-05

D - YOUNG PEOPLE PLAY A POSITIVE ROLE IN THE COMMUNITY	Number of 16 / 17 year olds on electoral register	1080/6186 (17.5%) ¹⁵	1705 (27.6%) [Dec 2006]	2102 (34.0%) [Dec 2007]	2500 (40.4%) [Dec 2008]
	Number of children and young people engaged in community cohesion activities for at least 2 hours per week in term time through: <ul style="list-style-type: none"> “Unity in the Community” 	1350 ¹⁴	1380	1400	1450
	Participation of LAC aged 5+ in review meetings	91.5%	95%	95%	95%
	Incidence of Reported Youth Nuisance	Baseline to be established in Year 1	To be set in Year 1	To be set in Year 1	To be set in Year 1
	Number of young people aged 10-17 cautioned or convicted for the first time	2002/3 – 350 2003/4 – 448 2004/5 – 398	359	341	324
	Number of young people previously cautioned or convicted who re-offend during the year	2003 outturn – 39.3% 2004 outturn – 31.3%	29.7%	28.2%	27.8%
	Percentage of LAC cautioned or convicted	12.8%	11.0%	10.5%	10.0%
	E – YOUNG PEOPLE ACHIEVE ECONOMIC WELL BEING	Proportion of young people with Learning & Other Disabilities in Employment, Education or Training (EET)	79.5% ¹⁶	81.5% [Nov 2006]	82% [Nov 2007]
Proportion of teenage parents in Employment, Education or Training (EET)		35.8% [2005]	38%	40%	50%

¹⁵ Fixed Point Data measured December 2004

¹⁶ Fixed point data measured November 2005

<ul style="list-style-type: none"> * Percentage of 16-18 year olds Not in Education, Employment or Training: <ul style="list-style-type: none"> * Borough wide * The lowest performing ward achieving no higher than:¹⁷ 16 – 18 year olds recorded as “Unknown”¹⁸ 	7.0% ¹⁹	6.9% [Nov 2006 to Jan 2007]	6.6% [Nov 2007 to Jan 2008]	6.3% [Nov 2008 to Jan 2009]
	Stretch Target:	By the end of the third year of the LAA, to reduce the percentage of 16-18 year olds Not in Education, Employment or Training (Borough wide) to 5.8%		
	15.5% ¹⁹	14.5% [Nov 2006 to Jan 2007]	13.5% [Nov 2007 to Jan 2008]	11.0% [Nov 2008 to Jan 2009]
	Stretch Target:	By the end of the third year of the LAA, to reduce the percentage of 16-18 year olds Not in Education, Employment or Training with the lowest performing ward achieving no higher than 10.5%		
	3.9% ²⁰	<=5%	<=5%	<=5%
	Percentage of 19 year olds achieving Level 3 in NVQ or equivalent	40.8% ¹⁴	43.5% [2006-07]	46.2% [2007-08]
Percentage of 18-30 year olds participating in higher education	Baseline to be established in Year 1 as official data becomes available	To be set in Year 1	To be set in Year 1	To be set in Year 1

¹⁷ Payment of 50% of reward grant conditional on lowest performing ward achieving the figures stated

¹⁸ Should be no higher than 5% otherwise reward grant for this measure will be lost

¹⁹ Measured Nov 2005 to Jan 2006, taken as an average over the 3 months (Total NEET as a percentage of total EET + NEET)

²⁰ Total unknown as percentage of total cohort

FUNDING STREAMS	AMOUNT			
	2005/6	2006/7	2007/8	2008/9
<u>ALIGNMENT</u>				
CAMHS (Social Services) Grant	436,000			
CAMHS (PCT) Grant	331,000			
Children's Fund Grant	1,228,450			
Extended Schools Standard Fund	400,000			
KS3 Behaviour and attendance	68,300			
General Sure Start Grant	2,940,820			
Sure Start Revenue Grant	4,324,607			
Neighbourhood Renewal Fund	700,000			
Total	10,429,177			
POOLED				
Connexions Grant	2,431,700			
Connexions Voluntary Sector Grant	105,000			
Positive Activities for Young People / U-Project	357,747			
Teenage Pregnancy Grant	176,000			
Education / Health Partnerships	55,000			
Total	3,125,447			
LOCAL EFFICIENCIES PROPOSED				
<ul style="list-style-type: none"> • None 				
FREEDOM & FLEXIBILITIES SOUGHT				
<ul style="list-style-type: none"> • No freedoms and flexibilities will be sought at this stage 				

