

AGENDA MANAGEMENT SHEET

Name of Committee Resources, Performance and Development Overview and Scrutiny Committee

Date of Committee 25th July, 2006

Report Title Partnerships and Partnership Working

Summary This report seeks to inform members of the key work that is being undertaken by the Partnerships and Communities Team.

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Change Management Division
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Would the recommended decision be contrary to the Budget and Policy Framework? No.

Background papers None

CONSULTATION ALREADY UNDERTAKEN:- Details to be specified

- Other Committees
- Local Member(s)
- Other Elected Members Cllrs David Booth, George Atkinson and Bob Hicks
- Cabinet Member Cllr Peter Fowler
- Chief Executive
- Legal Jane Pollard
- Finance
- Other Strategic Directors All to be consulted
- District Councils

Health Authority

Police

Other Bodies/Individuals Monica Fogarty

FINAL DECISION No

SUGGESTED NEXT STEPS:

Details to be specified

Further consideration by this Committee That a further Report is brought to this Committee in early 2007

To Council

To Cabinet

To an O & S Committee

To an Area Committee

Further Consultation

**Resources, Performance and Development Overview and
Scrutiny Committee – 25th July 2006**

Partnerships and Partnerships Working

**Report of the Strategic Director for Performance and
Development**

Recommendations

1. That the Committee consider the report and make appropriate recommendations.
2. That a further report is made to this Committee in early 2007 to describe progress made – particularly in relation to the development of the Warwickshire Local Area Agreement

1. Introduction

- 1.1 Members of the Committee will be aware of the many national developments that have taken place over recent years affecting local government and the way in which it delivers services. Underpinning such developments is a drive and commitment on the part of central government towards partnership working. This commitment has intensified with developments such as the Local Public Service Agreement, the Local Area Agreement, the concept of shared services and the need for joined up delivery of services at a neighbourhood level with other public sector agencies. The importance of public sector partnership working is likely to be further emphasised in the forthcoming Local Government White Paper which may well explore the potential role of the local authority as ‘Convenor of the Public Sector’.
- 1.2 To meet both current and future challenges, the County Council has made partnership working a key aspect of its new ways of working. As part of that modernisation, and resultant organisational developments, a Partnerships and Communities Team has been established in the Change Management Division of the Performance & Development Directorate to take forward the substantial pieces of work arising from the national and County Council agenda.

2. Partnerships and Communities-The Team

- 2.1 The Partnerships and Communities Team is led by Nick Gower-Johnson, the County Partnerships Manager. The County Partnerships Manager has responsibility for the five Area Teams and their offices. The Team is supported by Bill Basra, Policy and Partnerships Co-ordinator, who has been seconded to provide policy support on key areas of work.
- 2.2 The remainder of this report will seek to inform members of the following key areas of partnership activity that are being taken forward by the Team:
- The Warwickshire Local Area Agreement (LAA)
 - Local Public Service Agreement 2 (LPSA2)
 - Reviewing Partnership Arrangements

3. The Warwickshire Local Area Agreement

Context

- 3.1 Local Area Agreements (LAAs) are a policy initiative that was announced by the (then) Office of the Deputy Prime Minister in July 2004. The initiative is being rolled out over a three-year period, and started with 20 pilot authorities that were required to have their LAA in place by April 2005. This has been followed by a second phase where a further 66 authorities are working towards the establishment of their LAA by April 2006. All remaining authorities will be required to have their LAA in place by April 2007 – Warwickshire being one of the authorities included in this final phase.
- 3.2 The LAA is a contract between central government and localities to deliver the priorities of local people. It involves all partners in a locality agreeing to work together to find better solutions to local issues. The agreement is based on agreed outcomes and central government is supposed to remove the bureaucracy around multiple funding streams and allow local freedom and flexibility. LAAs operate over a three-year time scale and involve negotiations with the regional Government Office acting on behalf of government as a whole. The LAA provides localities with a real opportunity to agree on outcomes and to pool resources whether these are derived locally, regionally or from central government. Underpinning the development of the Local Area Agreement are some key aims which are:
- To improve central: local relations with a view to developing a more flexible and responsive relationship between central government and a locality on priority outcomes that need to be achieved locally.
 - To improve service delivery and address complex funding arrangements from a variety of sources which can result in excessive administrative costs and uncertainty about the long-term sustainability of projects.

- To improve partnership working – the LAA process should bring together a range of partners at a local level deciding on priorities for a locality.
- To enable local authorities to provide better leadership- including making local services more accountable to locally elected members. This will be achieved through strong leadership, citizen engagement and service delivery.

3.3 The identification and delivery of outcomes lie at the heart of the Local Area Agreement. Central Government have asked that outcomes be assigned to the following four mandatory blocks:

- Children and Young People
- Safer and Stronger Communities*
- Healthier Communities and Older people
- Economic Development and Enterprise

3.4 According to early Government guidance, the four blocks were not intended to be prescriptive. As a consequence Warwickshire has added the following additional block:

- Environment and Sustainability

*For the purposes of developing the LAA, the mandatory Safer and Stronger Communities Block has been separated into 'safer' and 'stronger'.

Update on Developments

3.5 Partnership working lies at the heart of the LAA and the process for the development of a Warwickshire wide LAA began in earnest with the convening of the first Warwickshire Partnership Summit held on 28th February 2006. This brought together approximately 150 individuals representing key partners and stakeholders from across the County. The purpose of the Summit was to begin the development of the Warwickshire LAA in a spirit of partnership and co-operation.

3.6 The main Outcomes of the Summit are summarised in Appendix 1. In essence the structures and processes for the development of the Local Area Agreement are:

- LAA Steering Group / Transitional Body
- LAA Servicing (Senior Officer) Group
- Block Leaders for each of the Themes / Blocks
- Thematic Groups for each of the LAA Themes/Blocks

Further information on composition and processes are attached as Appendix 2. In particular, it should be noted that crucial role of 'Block Leader' has been divided up amongst a number of key partners and is not in any way dominated by the County Council (although the County Council has been responsible for ensuring that the LAA is produced on time and, following

adoption, is the accountable body). Block Leadership has been agreed as follows:

LAA Block / Theme	Overall Block Leader	Theme Group
Children and Young People	Marion Davis – Strategic Director for Children Young People and Families Warwickshire County Council	Children and Young People Strategic Partnership Board
Safer Communities	Chief Constable Warwickshire Police	Warwickshire Community Safety Partnership /DAT
Stronger Communities	Janie Barrett – Chief Executive Warwick District Council	New Theme Group
Healthier Communities and Older People	Laurence Tennant – West Midlands South Strategic Health Authority	New Theme Group
Economic Development	Louise Bennett – Director of Coventry and Warwickshire Chamber of Commerce	New Theme Group
Environment & Sustainability	Nuneaton & Bedworth Borough Council/Rugby Borough Council via Christine Kerr	New Theme Group

- 3.7 The first meeting of the LAA Steering Group was held on 22nd May 2006 and the first meeting of the Servicing Group was held on 19th June 2006 and good progress is being made. The Chief Executive has met with each of the District Local Strategic Partnerships who have been asked to prioritise the activities/ desired outcomes their community strategies with reference to the LAA Blocks.
- 3.8 The priorities identified will then be considered and further prioritised by multi agency thematic groups and remaining priorities will be developed by the Block Leaders (through the thematic groups) before finalisation by the Servicing Group and the LAA Steering Group.
- 3.9 Regular meetings are held between the County Partnerships Manager and the Government Offices for the West Midlands (GO) where block leads have been identified to mirror the block leads that are in operation within Warwickshire.
- 3.10 Arrangements are in hand to ensure full elected member engagement in the development of the LAA via the Leaders' Liaison Group, Member Seminars and reports to the Cabinet. It is further suggested that this Committee considers the role that it should play in the development and management of the LAA.

Future developments

- 3.11. In terms of key milestones to note for this committee:

By 30th June 2006

Draft Outcomes Framework to the Government Office (with the proviso that further comments may be forwarded following consideration of the document by the LAA Steering Group on 13th July 2006)

By 30th September 2006

Draft LAA to be submitted to the Government Office. It was envisaged that for the draft LAA an internal deadline of 31st August will be set. This would enable a month for consultation with all partners prior to the Second Partnership Summit that would be held on 26th September 2006.

1st October 2006 -10th February 2007

Detailed negotiations with the Government Office (GO), central government, partners/communities.

10th February 2006 -31st March 2007

Negotiations with GO, central government departments and between partners/communities leading to the signing off of the LAA by the LAA Steering Group.

4. Local Public Service Agreement 2

- 4.1 The Local Public Service Agreement 2 (LPSA2) was adopted by the Cabinet on behalf of the County Council on 23rd February 2006. Subsequently, we have focused on starting up the projects and ensuring that appropriate performance and financial management procedures are in place to ensure that the objectives contained within the Agreement are realised. A copy of the final LPSA2 Agreement is attached as Appendix 3 to this Report.
- 4.2 In considering progress under this area of activity, the Committee are asked to note that the LPSA2 will be incorporated into the Local Area Agreement as the 'reward element' of the LAA.

5. Reviewing Partnership Arrangements

- 5.1 It will be noted that the key task for the Team is the development of a sustainable local area agreement.
- 5.2 Partnership working is central to the development and success of the agreement and as such work will also be undertaken to review and audit existing partnership arrangements to ensure that the County Council invests its human and other resources in genuine partnership arrangements which meet minimum criteria including:

- Ensuring that the partnership communicates with and is accountable to the public.
- Ensuring that the rationale of the partnership is clear; that it has agreed aims that have been published.
- Ensuring that the partnership genuinely adds value and that it can demonstrate to the public whether funds have been well spent.
- Establishing clear governance arrangements linked to those of the individual partners, that decisions are recorded, acted upon and scrutinised.
- Arranging for appropriate performance management and reporting together with processes to deal with 'things going wrong'.
- Ensuring clear arrangements for financial management including clarity about financial reporting arrangements.

5.3 The planned review of partnership arrangements will build upon work that was undertaken by John Lyons, Community and Voluntary Sector Manager, in 2002 when an audit of all key county and district partnerships was undertaken to promote better understanding practice in this area. At the time approximately 250 such partnerships were established and an early task will be to ascertain the relevancy of the work that was undertaken and then using it as a contextual document towards the work that will need to be planned in this area.

5.3 This area of work should be viewed within the context of the other work streams identified in the report as it seeks, on a holistic level, to achieve the overall objectives of the team which are to improve partnership working both across the council, between the council and its partners and to facilitate the responsiveness of public services to the needs and aspirations of local communities.

6. Recommendations

- 6.1 That the Committee consider the report and make appropriate recommendations.
- 6.2 That a further report is made to this Committee in early 2007 to describe progress made – particularly in relation to the development of the Warwickshire Local Area Agreement

DAVID CARTER
Strategic Director for Performance and Development
Shire Hall-Warwick (July 2006)

KEY OUTCOMES & INITIAL PROPOSALS from the PARTNERSHIP SUMMIT

1. Background

- 1.1 Local Area Agreements are a contract between central government and localities to deliver the priorities of local people. It involves all partners in a locality agreeing to work together to find better solutions for local people. Local Area Agreements have been rolled out across the Country, and Warwickshire will need to have a Local Area Agreement in place by April 2007.
- 1.2 In recognition of the scale of the task within the time available, the County Council hosted a Partnership Summit on 28th February 2006. The principal purpose of the Event was to begin the development of the Local Area Agreement in a spirit of partnership and co-operation.
- 1.3 A wide range of issues were discussed at the Summit event and full details of the discussion can be found in the Summit Notes which will be available in mid-March. This note seeks to summarise the main action points from the day and suggests a way forward.

2. Key Messages from the Summit

- The focus of an LAA should be on outcomes rather than structures and processes.
- Where current arrangements work well, we should not reinvent the wheel
- It is the view of many local agencies that a fifth block on the Environment and Sustainability is desirable.
- Whilst there is a need for strategic direction, local needs and the diversity of the County should be respected and acknowledged. An LAA based on the final blocks should reflect local diversity, priorities and input.
- In order to ensure a countywide approach a transitional body together with a servicing group are required
- The County Council is best placed to co-ordinate the development of the Local Area Agreement.

3. Proposed Way Forward

- 3.1 The County Council will co-ordinate the development of the Local Area Agreement. Continued partnership working will be essential, along with a focus on outcomes. This will inform the way structures and mechanisms etc can then be shaped. So, an initial key task will be the agreement of key outcomes for Warwickshire.
- 3.3 At the Summit event, this point was reinforced by the Government Office for the West Midlands who indicated that detailed outcomes might be required by the end of September 2006. In thinking about how these timescales might be achieved the following proposal is offered: -
 - I. Each of the District Local Strategic Partnerships (LSPs) group their key priorities under the five LAA blocks. Then prioritise their top two/three in each

block (taking into account the Government's mandatory and optional outcomes).

- II. Existing county-wide thematic bodies (for examples see next section) to select 2-3 priorities to contribute to each block
- III. These priorities to feed upwards for further prioritisation so that 6/7 priorities can be determined per block by a countywide transitional body (see section 4)
- IV. These priorities to be considered by the transitional body in outline. Full details to be expanded by a servicing group (see section 4) and then sent back to the transitional body for approval.
- V. Agreement sought on a draft LAA submission through a follow-up September meeting of the Partnership Summit

4. Getting it done - Transitional Structures and Processes

- 4.1 Although the initial focus of LAA development should be on outcomes; a form of transitional structure must ensure that the outcomes are developed within the timeframe. Whilst Governance arrangements post-April 2007 can be developed at a later date it is suggested the following structure, during the developmental stage, could be used:

4.2 **LAA Steering Group (Transitional Body)**

Purpose: To provide overall strategic direction and co-ordination. To ensure that the development of the Local Area Agreement is in line with objectives. To provide the outward face of the development of the Agreement and to act as a conduit between Warwickshire Partners and Government Offices.

Composition: Sir Brian Follett (Chair), Leaders of local authorities; Chair of PCT, Chair of Police Authority, Chairs of the District LSP and representation from CVS; Business Sector representation. (LAA Block Leaders will attend as appropriate)

4.3 **Servicing Group**

Purpose: To ensure, within the framework provided by the LAA Steering Group, that work is completed within the timescales and that links and communications are made between blocks and between county and local levels to ensure a joined-up approach.

Composition: Senior officers from relevant public bodies within Warwickshire, plus voluntary and community sector representation; business sector representation.

4.4 **LSP/Thematic Groups**

Purpose: To ensure that the development of the Local Area Agreement reflects local priorities and is owned by partners in Warwickshire.

Composition: District LSPs. Countywide thematic Groups under each of the five blocks: Community Safety Partnership & Drug Action Team; Health Improvement Group; Children and Young People Strategic Partnership; CSWP (Coventry Solihull and Warks

Partnership) for economic development and Works. Sustainability Commission for the Environment.

5. Other Requirements

5.1 Local Area Agreements are based on services working in partnership and the Warwickshire development should reflect this approach. Although there was widespread support for the County Council to take the lead in the development of the agreement, the success of the development and subsequent implementation will rest upon the extent to which the Agreement is widely and equally owned. The following is proposed:

- I. County Council Strategic Directors are being assigned to each of the blocks. It would be helpful if partners could also nominate people within their organisations.
- II. Partners might also wish to consider nominating people as representatives for the Servicing Body to provide a link across the whole of their organisation and between activities at different levels.
- III. That the Community and Voluntary Sector considers how best to develop its infrastructure and capacity to play a full and vital role in the Local Area Agreement process.

6. Provisional Timescales/Milestones

Date	Event
March 2006-June 2006	<ul style="list-style-type: none"> • Composition of Transitional body and the Servicing Group to be determined. Block leaders and LAA designated officers to be put forward by all agencies. • District LSP and Countywide thematic groups to prioritise and select outcomes • Transitional Body to approve outline outcomes in June and then forward onto Servicing Group for detailed development • Preliminary preparations for September follow up event
July 2006-August 2006	<ul style="list-style-type: none"> • Servicing Group to detail outcomes and indicators • Back to Transitional Group for approval • Details of the September follow up event to be finalised
September 2006	<ul style="list-style-type: none"> • Follow up event to consider detailed outcomes and forward to GOWM to meet September deadline • Preliminary consideration of governance, budget and performance management arrangements.
October-December 2006	<ul style="list-style-type: none"> • Development of Consultative Draft of LAA based on (i) second summit's consideration of governance, budget and performance management arrangements., and (ii) feedback from GOWM • Subsequent consultation, revision and discussion of Consultative Draft with partners and GOWM
Jan - March 2007	<ul style="list-style-type: none"> • Finalise LAA

7. Communications

7.1 The table above refers to key milestones for all partners to ensure that a Local Agreement is in place within Warwickshire by the target date set by Government for 2007.

7.2 An open and constructive dialogue between all partner agencies will be key to the development of the Local Area Agreement. The County Council can help with coordination of communications relating to development of the LAA amongst the partner agencies.

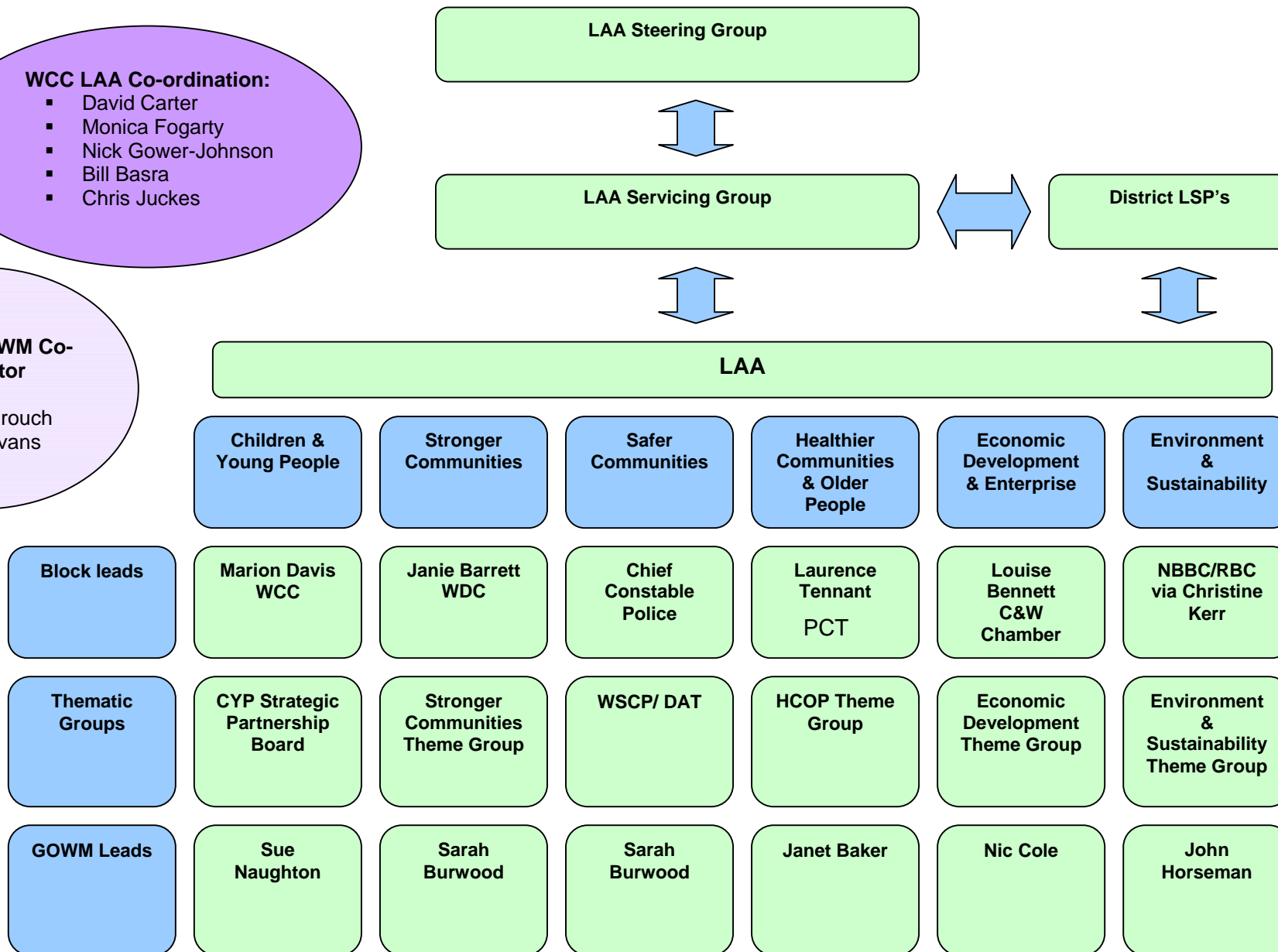
8. Contacts for Further Information

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Nick Gower- Johnson. County Partnerships Manager (Acting)	01926 412053	nickgower-johnson@warwickshire.gov.uk

Appendix 2

- WCC LAA Co-ordination:**
- David Carter
 - Monica Fogarty
 - Nick Gower-Johnson
 - Bill Basra
 - Chris Juckes

- Overall GOWM Co-ordinator**
- Roger Crouch
 - Diane Evans



Warwickshire County Council
Local Public Service Agreement
2006 - 2009

**LOCAL PUBLIC SERVICE AGREEMENT
BETWEEN WARWICKSHIRE COUNTY COUNCIL AND
THE GOVERNMENT**

Introduction

1. Warwickshire County Council (the Council) and the Government have made this Local Public Service Agreement (Local PSA) with the intention of further improving the services to local people that Warwickshire County Council provides. This agreement covers the period 1 April 2006 to 31 March 2009.
2. The agreement records the present intentions of the Council and the Government. It is entered into by both in good faith, but it is expressly recognised that neither can fetter the future discretion of the Council or of Ministers and Parliament. The agreement is therefore not intended to create legal relations. Subject to that, the following points are agreed.

The Intentions of Warwickshire County Council

3. Warwickshire County Council will use its best endeavours to achieve more demanding performance targets than those it would be expected to achieve in the absence of this Local Public Service Agreement. These enhanced targets are specified in Schedule 1 to this agreement.

The Intentions of the Government

4. The intentions of the Government set out in this agreement are subject to the outcome of any statutory consultations and any necessary approval of the Treasury and Parliament.
5. The Government will implement the changes to statutory and administrative requirements set out in Schedule 2 to this agreement, subject to confirmation of the legal and operational feasibility of the changes described and to Parliamentary approval of any necessary legislation. The Government will also undertake the discussions with the Council described in Schedule 2.
6. It is recognised by Warwickshire County Council that, on further investigation, it may be necessary to modify the detail of the changes set out in Schedule 2 in ways that seek so far as possible, to give substantially the same extent of benefit to the Council. It is recognised by the Government that, if a change set out in Schedule 2 proves infeasible, it will use its best endeavours to provide an alternative that corresponds as closely as possible and has, so far as possible, substantially the same effect.
7. The Government will pay the Council a grant of **£1,275,500** in support of the expenditures described in Schedule 3 to this agreement. The

conditions attached to this “pump-priming” grant are also set out in Schedule 3.

8. The Government will pay a performance reward grant to Warwickshire County Council, as set out in Schedule 4 to this agreement, if it achieves all the enhanced targets (“performance target with Local PSA”) specified in Schedule 1. Schedule 4 also sets out the grant it intends to pay if the Council secures a substantial improvement in performance that falls short of the target. The Schedule also stipulates the intended timing of payments of the grant. Warwickshire County Council undertakes to provide audited information confirming the extent of improvement in their performance relative to the Local PSA performance targets set out in Schedule 1, as a precondition for the determination and payment of the performance reward grant.

Date of Agreement:

For Warwickshire County Council

For Her Majesty’s Government

.....
Cllr Alan Farnell

On behalf of Warwickshire County Council

.....
Phil Woolas MP

Minister of State, Office of the Deputy Prime Minister

.....
Jim Graham

Chief Executive

.....
Des Browne MP

Chief Secretary to Her Majesty’s Treasury

The above ministers sign on behalf of their colleagues listed below:*

The Right Hon John Prescott MP

Deputy Prime Minister

The Right Hon Gordon Brown MP

Chancellor of the Exchequer

The Right Hon Patricia Hewitt MP

Secretary of State for Health

The Right Hon Ruth Kelly MP

Secretary of State for Education and Skills

The Right Hon Charles Clarke MP

Home Secretary

The Right Hon Margaret Beckett MP

Secretary of State for Environment, Food and Rural Affairs

The Right Hon John Hutton MP

Secretary of State for Work and Pensions

The Right Hon Alistair Darling MP

Secretary of State for Transport

The Right Hon Tessa Jowell MP

Secretary of State for Culture, Media Sport

SCHEDULE 1: PERFORMANCE TARGETS

Summary table

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Target 1

Reduce crime

Indicators by which performance will be measured

- i) The number of violence¹ offences in Warwickshire recorded by Warwickshire Police
- ii) The number of burglary offences in Warwickshire recorded by Warwickshire Police
- iii) The number of theft of motor vehicle offences in Warwickshire recorded by Warwickshire Police
- iv) The number of theft from motor vehicle offences in Warwickshire recorded by Warwickshire Police

Current Performance (year ending 31 March 2005)

- i) 6400
- ii) 2665
- iii) 1918
- iv) 4724

Performance at the end of the period of the LPSA

Performance expected without LPSA (year ending 31 March 2008)

- i) 5941
- ii) 2698
- iii) 1793
- iv) 4337

Performance target with LPSA

- i) 5811
- ii) 2524
- iii) 1668
- iv) 4235

Enhancement in performance with LPSA

- i) 130 less violence offences
- ii) 174 less burglary offences
- iii) 125 less theft of motor vehicle offences
- iv) 102 less theft from motor vehicle offences

Special condition:

The total amount of Performance reward Grant allocated to this target is £2,210,621.

The Performance Reward Grant relating to this target will be divided between the above indicators in the following proportions:

- i) 36%**

¹ For the purposes of this target violence offences is defined as all violent crime categories as recorded by the police but excluding Harassment and Racially Aggravated Harassment.

- ii) 34%**
- iii) 25%**
- iv) 5%**

Target 2

Reducing youth re-offending in Warwickshire.

Indicators by which performance will be measured

1. The percentage of young people who re-offend within 12 months based on the cohort identified between October 1 to 31 December each year.
2. Increase the number of parents receiving targeted support from YOT and increase parent's satisfaction rate² with this service
3. Increase the number of victims participating in a restorative process³ and increase victim's satisfaction rate⁴ with this service

Current performance

1. 40% of the cohort re-offended (using cohort identified year ending 31st December 2004 monitored during 2005)
2. Targeted interventions for 30 parents of young offenders (based on April to September 2005 data)
3. 50 victims of youth crime participated in a restorative process (year ending 31 December 2005)

Performance at the end of the period of the Local PSA

Performance expected without the Local PSA

1. (a) 38% of young offenders re-offending during 2006
(b) 36.1% of young offenders re-offending during 2007
(c) 34.3% of young offenders re-offending during 2008
2. 55 parents supported with a 75% satisfaction rate (year ending 31 March 2009)
3. 60 victims of youth crime participating with a 75% satisfaction rate (year ending 31 March 2009)

Performance target with the Local PSA

1. (a) 37% of young offenders re-offending during 2006
(b) 35% of young offenders re-offending during 2007
(c) 33.3% of young offenders re-offending during 2008
2. 100 parents supported with a 80% satisfaction rate (year ending 31 March 2009)
3. 75 victims of youth crime participating with a 85% satisfaction rate (year ending 31 March 2009)

Enhancement in performance with the Local PSA

² 'Satisfaction' will be measured from those responding to satisfaction survey

³ A restorative process means attendance at a Panel meeting, victim statement represented at a Panel meeting, receipt of a letter of apology, restorative conference, direct reparation, offender/victim mediation

⁴ 'Satisfaction' will be measured from those responding to satisfaction survey

1.
 - (a) 1% point reduction in re-offending
 - (b) 1.1% point reduction in re-offending
 - (c) 1% point reduction in re-offending
2. 45 parents supported and improvement in satisfaction rate by 5% points
3. 15 victims of youth crime participating and improvement in satisfaction rate by 10% points

Definitions

“Young” means aged between 10 and 17 on the date of the offence.

“Offender” means a person receiving a substantive outcome.

“Substantive Outcome” means a reprimand, final warning, or court disposal.

“Re-offend” means commit another offence that receives a substantive outcome.

“12 months” means the 12 months following the day on which they receive a substantive outcome.

Means of measurement

Indicator 1:

It is agreed that the performance will be based on the cohort identified by the YJB between 1st October and 31st December in the year specified.

Special condition:

The total amount of performance reward grant available for this target is £1,163,485.42

The Performance Reward Grant relating to this target will be allocated between the sub targets as follows:

Indicator 1:

(a) 30%

(b) 20%

(c) 20%

Indicator 2: 20%

Indicator 3: 10%

Target 3

Improve Road Safety

Indicator by which performance will be measured

Number of people killed or seriously injured (KSI) in road traffic collisions in Warwickshire, as measured by BVPI 99a (i).

Current performance

2001 - 2004 average of 562 annual KSIs.

Performance at the end of the LPSA period (Year ending 31 Dec 2008)

Performance expected without LPSA

458 KSIs

Performance target with LPSA

426 KSIs

Enhancement in performance

A reduction of 32 KSIs in 2008

Special condition:

The total amount of performance reward grant available for this target is £1,163,485.42

Target 4

ARSON REDUCTION

Indicators by which performance will be measured

1. To reduce the number of deliberate secondary fires occurring on grassland, in refuse containers, outdoor structures, derelict property/vehicle and intentional straw (as recorded on FDR3).
2. To reduce the number of deliberate primary vehicle fires (as recorded on FDR1).
3. To reduce the number of deliberate primary property fires - including garages, sheds and caravans, buildings – including those under construction, deliberate non-domestic (commercial) property fires and deliberate fires in educational establishments (as recorded on FDR1).

Current performance (average from 02/03, 03/04 and 04/05)

1. 1,542
2. 606
3. 213

Performance at the end of the LPSA period (total for the three years 1/4/2006 to 31/3/2009)

Performance expected without LPSA

1. 1,502
2. 618
3. 190

Performance target with LPSA

1. 1,132
2. 458
3. 170

Enhancement in performance

1. 370
2. 160
3. 20

Notes:

The total amount of performance reward grant available for this target is £1,163,485.42

The Performance Reward Grant will be divided between the subtargets in the following proportions:

1. 30%
2. 40%
3. 30%

Target 5

Improving Educational Opportunities and Attainment for disadvantaged learners

This target is made up of three elements:

- a) Improving educational attainment in the Early Years
- b) Improving Key Stage 2 results through music and dance
- c) Improving destinations for young people

a) Improving educational attainment in the Early Years

Indicator by which performance will be measured

Numbers of children achieving Level 6 or above at Foundation Stage in Personal and Social Education (PSE) and Communication Language and Literacy (CLL) in the schools listed at iv) below

Current performance

2005:

- PSE 561 (88.8%)
- CLL (68.7%)

Performance at the end of the LPSA period

Performance expected without LPSA

- PSE 440 (89.5%)
- CLL 349 (71%)

Performance target with LPSA

- PSE 474 (96.4%)
- CLL 391 (79.4%)

Enhancement in performance

- PSE – 6.9%
- CLL - 8.4%

Schools involved (*The estimated numbers of pupils is 492*)

*St Nicholas C of E Primary School Kenilworth
Telford Infant School Leamington Spa
Our Lady and St Teresa's Catholic Primary School Leamington Spa
Westgate Primary School Warwick
The Revel C of E Aided Primary School Rugby
St Marie's Catholic Infant School Rugby
Henry Hinde Infant School Rugby*

Dordon Primary School Dordon
Nathaniel Newton Infant School Nuneaton
Glendale Infant School Nuneaton
Thomas Jolyffe Primary School Stratford upon Avon
St Gregory's Catholic Primary School Alcester
Newdigate Primary School, Bedworth Heath

b) Improving Key Stage 2 results through music and dance

Indicator by which performance will be measured

Enhanced attainment at Key Stage 2 level 4 in English, Maths, and Science of a cohort of 516 pupils in 12 Warwickshire schools as follows:

Bournebrook Church of England Primary School Fillongley
Canon Maggs Church of England Primary School Bedworth
Goodyers End Primary School Bedworth
Keresley Newland Primary School Keresley
Middlemarch Primary School Nuneaton
Park Lane Primary School Nuneaton
Queen's Church of England Primary School Nuneaton
St Francis' Catholic Primary School Bedworth
St Michael's Church of England Primary School Bedworth
St Paul's Church of England Primary School Nuneaton
Wheelwright Lane Primary School Exhall

Current performance (2004/2005)

Subject

English	75%
Maths	76%
Science	88%

Performance at the end of the LPSA period (academic year ending summer 2009)

Performance expected without LPSA

English	83%
Maths	86%
Science	94%

Performance target with LPSA

English	84.25%
Maths	87.25%
Science	95.25%

Enhancement in performance

English 1.25%
Maths 1.25%
Science 1.25%

c) Improving destinations for young people

Cohort Year 11 leaving Statutory Education July 2005

6549

Indicator by which performance will be measured

% of Year 11 Leavers who are in positive destinations at November following completion of Statutory Education in July

Current performance – 2005

93.6%

Performance at the end of the period of the Local PSA

Performance target without the Local PSA

95.5%.

Performance target with the Local PSA –

96.5%

Enhancement in performance with the Local PSA

1%

Note 1 *A Positive Destination is defined as a Year 11 school leaver who is on target measurement:*

Continuing in Education (attending 6th Form or Further Education College) or

Engaged in Training non-employed (Work Based learning which is funded through the Learning & Skills Council) or

Engaged in Employment with no Training or

Engaged in Employment with Training at NVQ level 2 and above or

Engaged in Employment with Training below NVQ Level 2 or

Engaged in Voluntary and Part Time Activities (Voluntary Work Full or Part Time, Part Time Employment and Part Time Education)

Note 2 *50% of the performance reward grant for this indicator will be withheld if on target measurement the total number of school leavers who (i) moved out of contact, (ii) did not respond to the survey (iii) refused to participate exceeds 1.2%*

100% of the performance reward grant for this indicator will be withheld if on target measurement the total number of school leavers who (i) moved out of contact, (ii) did not respond to the survey (iii) refused to participate in the survey exceeds 1.5%

Note 3 *Indicator measured by the Connexions annual activity survey of Year 11 Leavers. The NEET and Positive Destinations do not add to 100% as there is always a proportion of the cohort that moves away from the area and with whom contact cannot be made. This is currently 1.2% but assumptions have been made that this rate will improve and that the extra contact provided through the LPSA2 will assist in this.*

Special condition:

The total amount of performance reward grant available for this target is £2,326,970.84

The performance reward grant will be divided among the three sub targets in the following proportions:

- a) 15%***
- b) 10%***
- c) 75%***

Target 6

Reduce health inequalities by reducing deaths from circulatory diseases in the area of highest mortality – Nuneaton & Bedworth

Indicator by which performance will be measured

Data for indicators provided by the annual “Compendium of Clinical Health Indicators 2003”

Mortality rates from all Circulatory Diseases⁵ in Nuneaton & Bedworth⁶ for persons under 75 years

Current performance ([insert period of measurement])

The Directly Age Standardised Rate for Circulatory Disease mortality for Nuneaton & Bedworth in 2003 was **114 per 100,000 population**.

Performance at the end of the period of the Local PSA (arithmetic average for the three separate calendar years 2008 - 2010)

Performance expected without the Local PSA

109 per 100,000 population

Performance target with the Local PSA

99 per 100,000 population

Enhancement in performance with the Local PSA

10 per 100,000 population

Note:

The total amount of performance reward grant available for this target is £1,163,485.42

⁵ Includes mortality from all circulatory diseases, ICD10 100-199
Rates in sections 7 & 8 calculated as the arithmetic average of the separate years 2008 – 2010.

⁶ Overall performance in reducing premature deaths from circulatory disease in the county shall be will monitored in line with NSH Local Delivery Plan targets 2005-2008 (ICD10 100-199 inclusive)

Target 7

Tackling Poverty

Indicators by which performance will be measured

- 1) Number of Housing Benefit and Council Tax Benefit Claims in Warwickshire.
- 2) Number of successful new and amended claims for statutory benefits (see Note 1) made as a result of the Tackling Poverty in Warwick District project.

Sources of Data

- 1) DWP returns Stats 121 and 122 for each of the following local authorities: North Warwickshire, Nuneaton and Bedworth, Rugby, Stratford, Warwick.
- 2) Warwick District Citizen's Advice Bureau.

Current Performance (September 2005)

- 1) 32,607
- 2) 200 (estimate for year ending September 2005)

Performance at the end of the period of the Local PSA (year ending 31st March 2009)

Performance expected without the Local PSA

- 1) 33,586
- 2) 600

Performance target with the Local PSA

- 1) 35,868
- 2) 1050

Enhancement in performance with the Local PSA

- 1) 2282
- 2) 450

Special Conditions:

1. The total amount of performance reward grant available for this target is £1,163,485.42. The performance reward grant shall be divided between the two sub targets in the following proportions:

1. **85%**
2. **15%.**

2. For Performance Indicator 2 – Claims may be counted as successful provided they are submitted during the period of the agreement and awarded up to 13 weeks after the agreement finishes.

Notes:

1. Department for Work and Pensions and HM Revenue and Customs benefits and tax credits: Attendance Allowance, Carer's Allowance, Disability Living Allowance, Incapacity Benefit, Income Support, Maternity Allowance, Industrial Injuries/Death Benefit, Pension Credit, Severe Disablement

*Allowance, Statutory Adoption Pay, Statutory Maternity/Paternity Pay, Statutory Sick Pay, Widow's Benefit, Bereavement Benefit, Income Based Jobseekers Allowance, Child Tax Credit, Working Tax Credit. **This list excludes Contribution Based Jobseekers Allowance, State Pension, and Housing and Council Tax Benefits.***

Target 8

Promoting Independence of older people

Indicator by which performance will be measured

The gap between:

- the percentage of older people aged 65 or over surveyed, who report being satisfied¹ with the home care commissioned by Warwickshire County Council and satisfied¹ with the services purchased directly using Direct Payments
- perfection (= 100%)

The result achieved in relation to the above measure in February 2006 (baseline) will be subtracted from the result in relation to the above measure achieved in the 2009 survey to calculate performance in relation to this target.

(100% of the Performance Reward Grant on this target will relate to this measure)

CURRENT PERFORMANCE (2006)

X% (To be established by the baseline survey in February 2006²)

Performance expected without the Local PSA (2009)

"X" + (3/100)*(100-X)

Performance at the end of the period with the Local PSA (2009)

"X" + (14/100)*(100-X) + Confidence Interval from the 2009 survey.

Enhancement in performance with the Local PSA

11% of the difference between performance in the February 2006 (baseline) survey and 100%.

e.g. were the baseline to be 60%, the 'without LPSA' improvement would be a 3% reduction in the gap between the 60% baseline and 100% = 40 percentage points; 3% of 40 percentage points = 1.2 percentage points, equalling a 'without LPSA' performance of 61.2% overall satisfaction. In this example, the 'with LPSA' target would be this 61.2% plus the additional 11% stretch plus Confidence Interval (say for example equal to 4%) = 69.6% overall satisfaction.

Notes

The total amount of performance reward grant available for this target is £1,163,485.42.

¹ This will be measured by response rates to the Department of Health's Independence and Quality of Life questionnaire. An illustrative example is shown below but the exact wording may be revised by Department of Health prior to the baseline survey.

Only the responses to the question below will be included within the LPSA:

Q1. 'Overall how satisfied are you with the help that you received in your own home?'

An improved outcome will only be demonstrated by the following responses:

Q1. The first two options (of the seven): *'I am extremely satisfied'* and *'I am very satisfied'*

The survey will be scored as the percentage of those who have chosen *"I am extremely satisfied"* and *"I am very satisfied"* for Q1.

Sample to include people aged 65 and over receiving home care services through Social Care and people in the same cohort group using Direct Payments.

Service users that receive both homecare services through the Council and Direct payments will be asked to complete the homecare survey.

To be eligible to be included in the survey of older people who use Direct Payments, users should be aged 65 or over and in receipt of 'ongoing' Direct Payments at the time of the survey; and not be receiving homecare purchased by Councils.

An "ongoing" Direct Payment is defined as a payment that has been made to cover a period of at least a month at the time when the sample is taken and is not for a one-off service such as a short break or item of equipment.

² Actual numbers to be included in the survey will not be known until the survey is conducted. However, for the survey to be valid for the LPSA2 and enable reward grant to be claimed (i) a response rate of at least 50% of the intervention group is required; and (ii) the results of the survey should meet the target of achieving a confidence interval of plus or minus 4% for the questions. The administration of the survey should follow the guidance set out on website: <http://www.ic.nhs.uk/pss/usersurveys/2005-06>

Target 9

To increase the proportion of household waste arisings recycled (through an increase in the recycling of glass, metal, plastic and some textiles)

Indicator by which performance will be measured

Total tonnage of household waste recycled as measured by BVPI 82a(ii) minus the tonnages of paper, card and 50% of textiles

Current performance (year ending 31 March 2005)

16 664 tonnes

Performance at the end of the period of the Local PSA (year ending 31 March 2009)

Performance expected without the Local PSA

17 000 tonnes

Performance target with the Local PSA

23 000 tonnes

Enhancement in performance with the Local PSA

An increase of 6 000 tonnes

Note:

The total amount of performance reward grant available for this target is £1,163,485.42

Target 10

To increase the number of schools in Warwickshire achieving Healthy Schools status.

Indicator by which performance will be measured

The percentage of schools in Warwickshire achieving the Healthy Schools Standard.

Current performance (year ending 31 December 2005)

0% of schools currently hold Healthy Schools status.

Performance at the end of the period of the Local PSA (year ending 31 December 2009)

Performance expected without the Local PSA

75%

Performance target with the Local PSA

95%

Enhancement in performance with the Local PSA

20%

Special condition:

The total amount of performance reward grant available for this target is £1,279,833.50.

SCHEDULE 2: FREEDOMS & FLEXIBILITIES

The Government intends to make the changes specified below in various statutory and administrative requirements, as they relate to Warwickshire County Council.

The legal and practical feasibility of some of the changes had not been established at the time that this agreement was concluded. If the precise changes specified prove infeasible, the Government will use its best endeavours to achieve substantially the same effects by other means.

No freedoms and flexibilities have been agreed in relation to this Agreement.

SCHEDULE 3: PUMP PRIMING GRANT IN SUPPORT OF INVEST TO SAVE OR INVEST TO IMPROVE PROJECTS

To assist in achieving the targets set out in this Agreement, the Government will make a pump priming grant of **£1,275,500.00** to Warwickshire County Council as a contribution towards expenditure of an “invest to save” or “invest to improve” nature. This grant will be paid no later than the financial year following that in which this agreement was concluded.

The grant is intended to assist the authority in achieving the targets set out in the agreement. It must be spent, during the period of this Local PSA, or as otherwise agreed with the Government. Conditions protecting the proper use of public funds will apply.

SCHEDULE 4: PERFORMANCE REWARD GRANT

The provisions of this Schedule are subject to any additional provisions on the performance reward grant elsewhere in the Agreement.

The total potential grant

The total potential grant is equivalent to 2.5% of the authority and its districts' net budget requirements for 2005-06. It is divided equally among the targets unless otherwise specified. Where a target has sub-targets, the amount for the target is sub-divided equally among the sub-targets unless otherwise specified. The relevant net budget requirement was £562,333,000.

The reward for achievement on a target

The proportion of the potential grant attributed to a target or sub-target that is payable is the same as the proportion of the 'enhancement in performance with the Local PSA' specified in Schedule 1 that the authority achieves, subject to a maximum proportion of 100% and a minimum of 60%. If the authority achieves less than 60% of that enhancement in performance, nothing is included in the grant in relation to that target or sub-target.

Payment of the grant

The grant will be paid in two equal instalments in the financial year following that in which the end date of the Local PSA falls, and the next financial year, subject to the qualification below relating to interim payments on account.

Half of each instalment of the grant will be paid as a capital grant, and half as a revenue grant.