

Report to Cheshire West and Chester Local Strategic Partnership

Date of meeting: 30 April 2009
Author: Alistair Jeffs, Cheshire West and Chester Council
Title: **Local Area Agreement Performance Management Framework**

1.0 Purpose of Report

- 1.1 This report proposes a performance management framework for the Cheshire West and Chester Local Area Agreement (LAA). The performance management framework will ensure that all the LAA indicators are underpinned by comprehensive delivery/action plans and that transparent and robust monitoring and reporting procedures are in place.
- 1.2 The framework has been designed around the performance management principles of plan – do – review and sets out nine key stages for completion.
- 1.3 A key area of the framework concerns underperformance - it is vital that underperformance is identified quickly and that the most appropriate level of corrective action is identified and delivered. Whilst this is very important, the Local Strategic Partnership (LSP) will also want to know areas that are performing well and to highlight success stories for onward reporting to our residents.

2.0 Recommendations

- 2.1 The LSP is asked to:
 - 2.1.1 Agree to the implementation of the performance management framework described in the report.
 - 2.1.2 Endorse the establishment of a performance group, composed of performance management officers from lead partners, to oversee the operation of the performance management framework.

3.0 Background

- 3.1 The Interim Cheshire West and Chester Sustainable Community Strategy sets the longer-term vision and aspirations for our community with specific areas for improvement delivered and measured through the LAA.
- 3.2 The recently ‘refreshed’ LAA is attached as Appendix A and includes a jointly chosen set of ‘designated’ indicators drawn from the national indicator set, statutory national indicators relating to education and early years, and a number of locally identified and measured non-designated indicators. Together, these make up the fundamental priorities to be delivered over the next two years.
- 3.3 The performance management framework set out in this report will ensure that all the LAA indicators are underpinned by comprehensive delivery/action plans and that transparent and robust monitoring and reporting procedures are in place. The framework will also follow the COUNT principle when collecting performance information – collect once use numerous times, thereby ensuring the demands on partners for information is kept to a minimum.
- 3.4 The Government has recently confirmed the national LAA performance reward grant scheme. A report explaining the scheme and implications to Cheshire West and Chester will be presented to the July LSP meeting but in summary reward grant of approximately £2m can be achieved if all the LAA ‘designated’ targets are achieved in full. Therefore a critical element of the quarterly reporting to the LSP will be an assessment of outturn reward grant – this to be based on projected outturn performance for each LAA indicator.
- 3.5 Effective implementation of the performance management framework will also have a positive impact on the area assessment element of the government’s Comprehensive Area Assessment (CAA). The area assessment seeks the answers to three questions:
- (1) How well do local priorities express community needs and aspirations?
 - (2) How well are outcomes and improvements needed being delivered?
 - (3) What are the prospects for future improvement?
- 3.6 The operation of the performance management framework will inform evidence gathering around all of these questions but particularly Question 2.

4.0 Process

- 4.1 Set out overleaf are the nine key stages of the performance management framework. These are linked as appropriate to the performance management principles of plan – do – review.

Plan

- 4.1.1 **Stage 1:** The LAA indicators are allocated to the appropriate LSP Thematic Partnership. This has been completed for the ‘designated’ indicators through the LAA review/refresh process but work remains to confirm the

'home' for all the locally identified indicators. This to be completed by the 30 May (at the latest).

- 4.1.2 **Stage 2:** Thematic Partnerships recognise the lead partner and contributory partner for each LAA indicator. This work will build on the recent request sent by the Chief Executive, Cheshire West and Chester Council to all partners with a statutory duty under the Local Government and Public Involvement in Health Act 2007. Appendix A sets out the responses to date from partners to the request. To be completed by 30 May (at the latest).
- 4.1.3 **Stage 3:** Thematic Partnerships agree those indicators which require more geographical targeted action. This will need to dovetail with the work on Area Action Planning underway by the five Area Partnership Boards. To be completed by 30 May (at the latest).
- 4.1.4 **Stage 4:** Thematic Partnerships commission the production of an LAA indicator delivery/action plan from the agreed lead partner – an example of the draft blank template is attached as Appendix B. The Safer and Stronger Thematic Partnership is currently trialing the template to ensure that it is 'fit for purpose' and once agreed it will be distributed with a deadline for completion by 30 June.

NB: To support the process of completing the indicator delivery/action plans (and to co-ordinate the in-year and outturn reporting process) it is recommended that the LSP establishes a LSP Performance Management Group - this to consist of performance officers from the lead partner organisations.

- 4.1.5 **Stage 5:** Thematic Partnerships sign off the indicator delivery/action plans and the LSP Performance Management Group enters these onto the Cheshire West and Chester Council performance management system. This will be used by the LSP Performance Group to track the progress of LAA indicator delivery/action plans and will generate reports for consideration by the LSP and the Thematic Partnerships. Process to be completed by mid July.

Do

- 4.1.6 **Stage 6:** Implementation by partners of the LAA indicator delivery/action plans.

Review

- 4.1.7 **Stage 7:** Production each quarter by the LSP Performance Group/indicator lead officers of a RAG (red, amber, green) assessment of performance for all LAA indicators. Where statistical data or milestone achievement dates have been set, the assessment will measure progress against targets. However, there may be cases where this level of detail is not available for a given period and in these cases the RAG will be determined by the indicator lead officer. Where an indicator is reported as red, further information will be required explaining why and the proposed remedial action.
- 4.1.8 **Stage 8:** Thematic Partnerships receive the quarterly RAG reports and confirm/revise the remedial action plans for the 'red' indicators.
- 4.1.9 **Stage 9:** Thematic Leads Group and LSP receive quarterly reports for all LAA indicators and confirm/revise the remedial action plans for the 'red' indicators. Persistent under performance (e.g. continues for more than six months following the implementation of initial action plan) will require more concerted action by the LSP. This might involve reviewing the resources, actions and targets allocated to the indicator, ultimately leading to fundamental modifications to the indicator's delivery plan.
- 4.1.10 As set out in stages 7-9 above, quarterly status reports (encompassing key activities, target attainment, milestone attainment, and risk update) will be received by the Thematic Partnerships, Thematic Leads Group and LSP. The agreed LSP meeting dates for 2009/10 are 30 July 2009, 29 October 2009 and 28 January 2009. There will therefore be a relatively short window following the end of a quarter to obtain updates to LAA indicator delivery plans and produce performance reports to each of those groups.

5.0 Work in Progress/Next Steps

- 5.1 The LAA delivery planning and performance management process will need to effectively assess risk and the impact of the LAA on equality and diversity issues. In recognition of the fact that partner organisations will have their own approaches to risk management and equality impact assessments, discussions are underway to determine how best these areas can be addressed and progress will be reported back to a future LSP meeting.
- 5.1.1 In addition to the LSP reporting cycle set out in this report, progress on the LAA will need to be reported to Cheshire West and Cheshire Council as the Responsible Authority and will be subject to scrutiny by the Council. Details of the scrutiny procedures and reporting cycle have yet to be confirmed but will be reported back to the LSP when known.
- 5.1.2 Consideration will also be required in the coming months on how the LSP communicates progress of the LAA to our residents and communities. Obvious options include regular reports available through the Partnership website and ongoing engagement at partnership events. Further work on this matter is required and will need to be reported back to a future LSP meeting.

Appendix A

LAA Refreshed Baseline/Targets – including response by partners to Cheshire West and Chester Chief Executive regarding role as lead/contributory partner to LAA indicators.

“Improving Together”

The Local Area Agreement for Cheshire West and Chester
2009/11

Introduction

On 30 June 2008, the Government signed a Local Area Agreement (LAA) for Cheshire. The Agreement sets out the 'deal' between central government, Cheshire West and Chester Council and its partners to improve services and the quality of life for local people.

The LAA is the short-term delivery plan of the Sustainable Community Strategy (SCS) which tells the story of the local area and, together with the Local Development Framework (spatial development strategy), sets out the vision and delivery priorities for the area. LAAs are intended to simplify arrangements for the management of some central funding, help join up public services more effectively and allow greater flexibility for local solutions to local circumstances.

They are also about the sort of place you want to live in – setting out the local priorities that will make your town, city or community a better place to be. The ideas behind them are to:

- recognise that 'one size does not fit all' and local services should reflect what local people want;
- give more flexibility to local authorities and other public sector organisations in the ways they deliver services for local people;
- make local authorities and other public services more accountable to local people;
- reduce red-tape and improve value for money; and
- enable local people to get more involved in decisions about local services.

The current Agreement runs for a three year period to April 2011 and contains 34 annual key improvement targets against which performance will be monitored and reported by the Government. These improvement targets closely reflect the priorities identified within "Making it local" – the interim Sustainable Community Strategy for Cheshire West and Chester – and the following key strategic themes:

- Stronger Communities
- Safer Communities
- Children and Young People
- Adult Health and Wellbeing
- Tackling exclusion and promoting equality
- Local economy
- Environmental sustainability

The Agreement also includes a smaller number of locally measured targets and 16 statutory targets to improve education standards, these are reported to and assessed directly by the Government.

So what are our Key Areas for Improvement?

By April 2011, Cheshire West and Chester Council and its partners aim to:

- Make communities stronger by:
 - Providing more opportunities for influence over local decisions (NI 4)
 - Increasing adult participation in sport and active recreation (NI 8)

- Make communities safer by:
 - Reducing the number of adults and re-offenders who re-offend (NI 18 and NI 30)
 - Reducing the number of assaults (NI 20)
 - Dealing better with local concerns about anti-social behaviour and crime (NI 21)
 - Reducing repeat incidents of domestic violence (NI 32)
 - Reducing the number of deliberate fires (NI 33)
 - Reducing the number of people killed or seriously injured on the road (NI 47)

- Secure the health, well-being and success of children and young people by:
 - Reducing the number of obese 11 year olds (NI 56)
 - Increasing young people's participation in positive activities (NI 110)
 - Reducing the number of first time offenders aged 10-17 (NI 111)
 - Reducing teenage pregnancy (NI 112)
 - Reducing drug and alcohol misuse (NI 115)
 - Reducing the number of 16 to 18 olds not in education, employment and training (NI 117)

- Promote better adult health and well-being by:
 - Reducing the death rate, particularly deaths from heart disease, stroke and related diseases in under 75s (NI 120 and NI 121)
 - Increasing the number of people stopping smoking (NI 123)

- Increasing the independence of over 65s through rehabilitation/intermediate care after a period in hospital (NI 125)
- Increasing the number of adults, older people and carers receiving social care through a Direct Payment and/or Individual Budget (NI 130)
- Increasing engagement with and support to carers (NI 135)
- Tackle exclusion and promote equality by:
 - Enhancing housing related support for vulnerable people (NI 141 and NI 142)
 - Reducing unemployment (NI 153)
 - Increasing the number of affordable homes (NI 155)
 - Reducing the number of homeless people (NI 156)
- Support the local economy by:
 - Increasing the number of houses (NI 154)
 - Increasing the skills and qualifications of adults (NI 163 and NI 164)
 - Improving the condition of all roads (NI 168 and NI 169)
 - Increasing the number of new businesses (NI 171)
- Promote environmental sustainability by:
 - Reducing CO2 emissions from housing, business, industry and road traffic (NI 186)
 - Reducing the amount of household waste (NI 191)

How will it be delivered?

Whilst the local authority is responsible for preparing the LAA, it must involve a wide range of partners to identify an appropriate mix and value of targets based on the evidence and longer term priorities of the Sustainable Community Strategy.

Some of these partners have a statutory duty to co-operate in determining and delivering the LAA targets (e.g. Police, Fire, Primary Care Trust, Job Centre Plus, Learning and Skills Council, etc.) though others such as the local business and third sectors also have an important contribution to make.

The LAA details which partners have a statutory duty to have regard to each target and which partners have agreed to help deliver a target on a voluntary basis.

How will we know if we've improved?

Collective responsibility for monitoring and reporting progress will be achieved through the Cheshire West and Chester Local Strategic Partnership (LSP) and its thematic partnerships.

Delivery plans containing interim key milestones for each area of improvement have been produced and performance against both the key milestones and the overall targets will be measured and reported throughout the life of the agreement. This information will be publicly available.

The LAA will be reviewed annually to identify and address any issues around delivery, including risks and good practice, and to help assess and benchmark progress over the three year lifespan of the LAA (see table below). In addition, the review will provide an opportunity to revise, by exception, particular targets to reflect changes in local circumstances or national priorities.

Progress against delivery of both the Sustainable Community Strategy and the Local Area Agreement will also inform and influence the new approach to national inspection of local councils, police, fire and health services – Comprehensive Area Assessment – which will look specifically at how well local public services are delivering better results for local people in local priorities, such as health, economic prospects and community safety, and how likely they are to improve in the future.

CHESHIRE WEST AND CHESTER LAA 2009 – 2011: Designated Improvement Targets

Priority	National Indicator	Area	Baseline	LAA Improvement Target		Lead Partner	Contributory Partner	Thematic Partnership
				2009/10	2010/11			
1. Stronger Communities	NI 4 % of people who feel they can influence decisions in the locality	West	26.70%	28.00%	31.00%	Cheshire West and Chester Council	Cheshire Constabulary; Cheshire Police Authority; NHS Western Cheshire; Environment Agency; Cheshire Fire & Rescue Service	Safer & Stronger Communities
2. Stronger Communities	NI 8 Adult participation in sport and active recreation	West	23.79%	26.79%	27.79%	Cheshire West and Chester Council	Sport England; NHS Western Cheshire; Cheshire Fire & Rescue Service	Health & Well-being
3. Safer Communities	NI 18 Adult re-offending rates for those under probation supervision	West	0%	-5.18%	-10.35%	Cheshire Probation Service	Cheshire Constabulary; Cheshire Police Authority; NHS Western	Safer & Stronger Communities

Priority	National Indicator	Area	Baseline	LAA Improvement Target		Lead Partner	Contributory Partner	Thematic Partnership
				2009/10	2010/11			
							Cheshire; Cheshire Fire & Rescue Service	
4. Safer Communities	NI 20 Assault with injury crime rate	West	Recorded Assault with Less Serious Injury rate per 1,000 population in 2008/09 (based on mid-2007 population estimates) - to be finalised in June 2009. Please note the 2010/11 figure will be	-4% reduction from baseline	-7.5% reduction from baseline	Cheshire Constabulary; Cheshire Police Authority	Cheshire Youth Offending Team; NHS Western Cheshire; Cheshire Probation Service; Cheshire Fire & Rescue Service	Safer & Stronger Communities

Priority	National Indicator	Area	Baseline	LAA Improvement Target		Lead Partner	Contributory Partner	Thematic Partnership
				2009/10	2010/11			
			calculated using mid-2009 population estimates.					
5. Safer Communities	NI 21 Dealing with local concerns about anti-social behaviour and crime by the local councils and police	West	(2008/09) 26.7%	28.7%	36.7%	Cheshire West and Chester Council	Cheshire Constabulary; Cheshire Police Authority; Cheshire Youth Offending Team; NHS Western Cheshire; Cheshire Probation Service; Cheshire Fire & Rescue Service	Safer & Stronger Communities
6. Safer Communities	NI 30 Re-offending rate of prolific and priority offenders	West	For 2008/09 (April 07 – March 08)	16% reduction in offences	The target will be arrived at by	Cheshire Probation Service	Cheshire Constabulary; Cheshire Police	Safer & Stronger Communities

Priority	National Indicator	Area	Baseline	LAA Improvement Target		Lead Partner	Contributory Partner	Thematic Partnership
				2009/10	2010/11			
			= Y) For 2009/10 (Oct 07 to Sept 08 =Y) For 2010/11 (baseline year to be confirmed)	from 289 baseline (no more than 243 offences)	applying the common ratio of 1.10 to the performance ceiling % target identified after the cohort has been refreshed		Authority; Cheshire Youth Offending Team; NHS Western Cheshire; Cheshire Fire & Rescue Service	
7. Safer Communities	NI 32 Repeat incidents of domestic violence	West	(2008/09) 31.00%	25.00%	23.00%		Cheshire Constabulary; Cheshire Police Authority; NHS Western Cheshire; Cheshire Probation Service; Cheshire Fire & Rescue Service;	Safer & Stronger Communities

Priority	National Indicator	Area	Baseline	LAA Improvement Target		Lead Partner	Contributory Partner	Thematic Partnership
				2009/10	2010/11			
							Cheshire West and Chester Council	
8. Safer Communities	NI 33 Arson incidents	West	1925 (58.8)	1033 (31.5)	994 (30.4)	Cheshire Fire & Rescue Service	Cheshire Constabulary; Cheshire Police Authority; NHS Western Cheshire; Cheshire Probation Service	Safer & Stronger Communities
		West Secondary	1464 (44.7)	757 (23.1)	742 (22.7)	Cheshire Fire & Rescue Service	Cheshire Constabulary; Cheshire Police Authority; NHS Western Cheshire; Cheshire Probation Service	Safer & Stronger Communities
		West Primary	461 (14.1)	276 (8.4)	252 (7.7)	Cheshire Fire & Rescue Service	Cheshire Constabulary; Cheshire Police	Safer & Stronger Communities

Priority	National Indicator	Area	Baseline	LAA Improvement Target		Lead Partner	Contributory Partner	Thematic Partnership
				2009/10	2010/11			
							Authority; NHS Western Cheshire; Cheshire Probation Service	
9. Safer Communities	NI 47 People killed or seriously injured in road traffic accidents	West	(June 2007) 257	214	204	Cheshire Fire & Rescue Service	Cheshire Constabulary; Cheshire Police Authority; NHS Western Cheshire; Highways Agency; Cheshire West and Chester Council	Safer & Stronger Communities
10. Children and Young People	NI 56 Obesity in primary school age children in Year 6	NHS Western Cheshire	(2007) 17.50%	17.20%	17.00%	NHS Western Cheshire	Cheshire West and Chester Council	Children & Young People
11. Children and Young People	NI 110 Young people's participation in positive activities	West	(2008/09) 70.2%	75.0%	81.0%	Connexions (Cheshire West and Chester	Cheshire Constabulary; Cheshire Police Authority;	Children & Young People

Priority	National Indicator	Area	Baseline	LAA Improvement Target		Lead Partner	Contributory Partner	Thematic Partnership
				2009/10	2010/11			
						Council)	Cheshire Youth Offending Team; NHS Western Cheshire; Cheshire Fire & Rescue Service	
12. Children and Young People	NI 111 First time entrants to the Youth Justice System aged 10-17	West	(2007/08) 557 =1671 per100,00 0	529 = 1588 per100,00 00	523 =1570 per100,00 0	Cheshire Youth Offending Team	Cheshire Constabulary; Cheshire Police Authority; NHS Western Cheshire; Cheshire Probation Service; Cheshire Fire & Rescue Service; Cheshire West and Chester Council	Children & Young People
13. Children and Young	NI 112 Under 18 conception rate	West	(1998) 220 =	163 = 27.0 per	110 = 19.4 per	Cheshire West and	NHS Western Cheshire;	Children & Young People

Priority	National Indicator	Area	Baseline	LAA Improvement Target		Lead Partner	Contributory Partner	Thematic Partnership
				2009/10	2010/11			
People			38.8 per 1000 (2006) 187= (-15%)	1000 163 = (-26%)	1000 110 = (-50%)	Chester Council	Cheshire Fire & Rescue Service	
14. Children and Young People	NI 115 Substance misuse by young people	West	(2008/09) 12.2%	10.0%	7.8%	Cheshire West and Chester Council	Cheshire Youth Offending Team; NHS Western Cheshire; Cheshire Fire & Rescue Service	Children & Young People
15. Children and Young People	NI 117 16 to 18 olds who are not in education, employment and training (NEET)	West	(2007) 4.2%	4.0%	3.9%	Connexions (Cheshire West and Chester Council)	Cheshire Youth Offending Team; NHS Western Cheshire; Cheshire Probation Service; Cheshire Fire & Rescue	Children & Young People

Priority	National Indicator	Area	Baseline	LAA Improvement Target		Lead Partner	Contributory Partner	Thematic Partnership
				2009/10	2010/11			
							Service	
16. Adult Health and Wellbeing	NI 120 All-age all cause mortality rate	NHS Western Cheshire	(2005) Male 666	618	597	NHS Western Cheshire	Cheshire Constabulary; Cheshire Police Authority; Cheshire Fire & Rescue Service	Health & Well-being
		NHS Western Cheshire	(2005) Female 511	450	437	NHS Western Cheshire	Cheshire Constabulary; Cheshire Police Authority; Cheshire Fire & Rescue Service	Health & Well-being
17. Adult Health and Wellbeing	NI 121 Mortality rate from all circulatory diseases at ages under 75	NHS Western Cheshire	(2005) 73.81	57.91	54.19	NHS Western Cheshire	Cheshire Fire & Rescue Service	Health & Well-being
18. Adult Health and Wellbeing	NI 123 Stopping smoking	NHS Western Cheshire	790	897	819	NHS Western Cheshire	Cheshire Fire & Rescue Service	Health & Well-being
		NHS Western	Number of 4-week	1,766	1,623	NHS Western	Cheshire Fire & Rescue	Health & Well-being

Priority	National Indicator	Area	Baseline	LAA Improvement Target		Lead Partner	Contributory Partner	Thematic Partnership
				2009/10	2010/11			
		Cheshire	smoking quitters who attended NHS Stop Smoking Services			Cheshire	Service	
		NHS Western Cheshire	Population aged 16 and over	196,900	198,200	NHS Western Cheshire	Cheshire Fire & Rescue Service	Health & Well-being
19. Adult Health and Wellbeing	NI 125 Achieving independence for older people through rehabilitation/intermediate care	West	(2008/09) 73.00%	74.00%	75.00%	? NHS Western Cheshire; Cheshire West and Chester Council	NHS Western Cheshire; Cheshire Fire & Rescue Service	Health & Well-being
20. Adult Health and Wellbeing	NI 130 Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets – adults all ages)	West	(2008/09) 7.9% or, 745	30% or 2830	60% or, 5660	Cheshire West and Chester Council	NHS Western Cheshire; Cheshire Fire & Rescue Service	Health & Well-being
21. Adult	NI 135 Carers	West	(2007/08)	48.00%	50.00%	Cheshire	NHS Western	Health & Well-

Priority	National Indicator	Area	Baseline	LAA Improvement Target		Lead Partner	Contributory Partner	Thematic Partnership
				2009/10	2010/11			
Health and Wellbeing	receiving needs assessment or review and a specific carer's service, or advice and information		45.00%			West and Chester Council	Cheshire; Jobcentre Plus; Cheshire Fire & Rescue Service	being
22. Tackling exclusion and promoting equality	NI 141 Percentage of vulnerable people achieving independent living	West	70.62	72.00	73.00	Cheshire West and Chester Council	NHS Western Cheshire; Cheshire Probation Service; Cheshire Fire & Rescue Service	Health & Well-being
23. Tackling exclusion and promoting equality	NI 142 Percentage of vulnerable people who are supported to maintain independent living	West	97.55	98.00	98.55	Cheshire West and Chester Council	NHS Western Cheshire; Jobcentre Plus; Cheshire Probation Service; Cheshire Fire & Rescue Service	Health & Well-being
24. Tackling exclusion and	NI 153 Working age people	West	(May 2007)	0.33%	0.34% (1% over	Jobcentre Plus	NHS Western Cheshire;	Business, Enterprise &

Priority	National Indicator	Area	Baseline	LAA Improvement Target		Lead Partner	Contributory Partner	Thematic Partnership
				2009/10	2010/11			
promoting equality	claiming out of work benefits in the worst performing neighbourhoods		30.00%		3 years)		Cheshire Fire & Rescue Service; Cheshire West and Chester Council	Culture
25. Local Economy	NI 154 Net additional homes provided	West	848	771	779	Cheshire West and Chester Council		Environmental Sustainability
26. Tackling exclusion and promoting equality	NI 155 Number of affordable homes delivered (gross)	West	106	275	330	Cheshire West and Chester Council		Environmental Sustainability
27. Tackling exclusion and promoting equality	NI 156 Number of households living in temporary accommodation	West	133	56	49	Cheshire West and Chester Council		Health & Well-being
28. Local Economy	NI 163 Proportion of population aged 19-64 for males and 19-59 for females qualified to Level 2 or higher	West	(2006) 71.30%	(2010) 78.70%	(2011) 80.60%		NHS Western Cheshire; Cheshire Probation Service; Cheshire West and Chester Council	Business, Enterprise & Culture

Priority	National Indicator	Area	Baseline	LAA Improvement Target		Lead Partner	Contributory Partner	Thematic Partnership
				2009/10	2010/11			
29. Local Economy	NI 164 Proportion of population aged 19-64 for males and 19-59 for females qualified to Level 3 or higher	West	(2006) 54.40%	(2010) 58.70%	(2011) 59.80%		NHS Western Cheshire; Cheshire Probation Service; Cheshire West and Chester Council	Business, Enterprise & Culture
30. Local Economy	NI 168 Principal roads where maintenance should be considered	West	3.00%	3.00%	3.00%	Cheshire West and Chester Council	Cheshire Fire & Rescue Service	Environmental Sustainability
31. Local Economy	NI 169 Non-principal classified roads where maintenance should be considered	West	3.00%	3.00%	3.00%	Cheshire West and Chester Council	Cheshire Fire & Rescue Service	Environmental Sustainability
32. Local Economy	NI 171 New business registration rate	West	109.80%	110.60%	111.00%	Cheshire West and Chester Council	Cheshire Fire & Rescue Service	Business, Enterprise & Culture
33. Environmental sustainability	NI 186 Per capita reduction in CO2	West	10.70 tonnes per capita	9.6% (7.8% national)	12.1% (9.36% national)		NHS Western Cheshire; Environment	Environmental Sustainability

Priority	National Indicator	Area	Baseline	LAA Improvement Target		Lead Partner	Contributory Partner	Thematic Partnership
				2009/10	2010/11			
	emissions in the Local Authority area			influence, 1.77% local influence; 10.45 t per capita; 61,250 CO2 saved)	influence, 2.74% local influence; 10.35 t per capita; 94,500 CO2 saved)		Agency; Cheshire Fire & Rescue Service; Cheshire West and Chester Council	
34. Environmental sustainability	NI 191 Residual household waste per household	West	(2007/08) 761kg per household	621kg per household	612kg per household	Cheshire West and Chester Council	Environment Agency; Cheshire Fire & Rescue Service	Environmental Sustainability

**2009/10 NATIONAL INDICATOR DELIVERY PLAN
CONTRIBUTING TO THE LOCAL AREA AGREEMENT**

Section 1: Performance Indicator Details

(i) Indicator number:			
(ii) Indicator description:			
(iii) This Delivery Plan directly supports the following:			
LAA Priority:			
SCS Theme:			
APB Action Plan: (if applicable)			
(iv) NIS Indicator:	Baseline:		Target 2009/10:
			Target 2010/11:
(v) APB Action Plans: (if applicable)	Baseline	Target 2009/10	Target 2010/11
Chester			
Ellesmere Port			
Northwich & Rural North			
Winsford & Rural East			
Rural West			

Section 2: Responsible Officers and Organisations

(i) Lead Partner Officer & Organisation:	
(ii) Designated Performance Manager:	
(iii) Data Systems Officer:	
(iv) Other Key Partners:	

Section 3: Key Delivery Plan Risks

Description of risk:	Mitigating actions:	Net score	Risk owner (name, organisation)

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Section 4: Equality Impact Assessment

Should a full Equality Impact Assessment (EIA) be carried out? (Mark with an X in the appropriate box)	Yes:		No:	
If 'No' please state why:				

Section 5: In-year Targets

IN-YEAR TARGET DESCRIPTION	Indicate figure to be achieved per quarter		
	Q2	Q3	Q4
LAA Level (Add more rows below if needed)			
APB Level (Add more rows below if needed)			

Section 6: Measurable Milestones and Actions

MEASURABLE MILESTONE/ACTION	Please mark X in relevant quarter in which this will be achieved		
	Q2	Q3	Q4
LAA Level (Add more rows below if needed)			
APB Level (Add more rows below if needed)			

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Section 7: Sign Off

I certify that I have examined this delivery plan and that to the best of my knowledge and belief:	
<ul style="list-style-type: none"> • The procedures for monitoring and managing performance against targets are robust, supported by adequate systems of internal control and are reliable to support information submitted • The data has been produced in accordance with the current definition and guidance 	
Lead Partner Officer:	Print name here: _____ Sign and date: _____ _____
Thematic Board Chair:	Print name here: _____ Sign and date: _____ _____

Please return this form to the person named below. If you require any assistance with the completion of this form please contact XXX on telephone XXX or email XXX@cheshirewestandchester.gov.uk

The deadline for returning the form is 30 June 2009