

Gloucestershire Local Area Agreement

Delivery Plan 2009/2010

Final Version: 6 July 2009

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Introduction to LAA Delivery Plan & Performance Management Framework

This delivery plan outlines how partnerships and partners in Gloucestershire will work together to deliver the outcomes and improvements set out in the Gloucestershire Local Area Agreement.

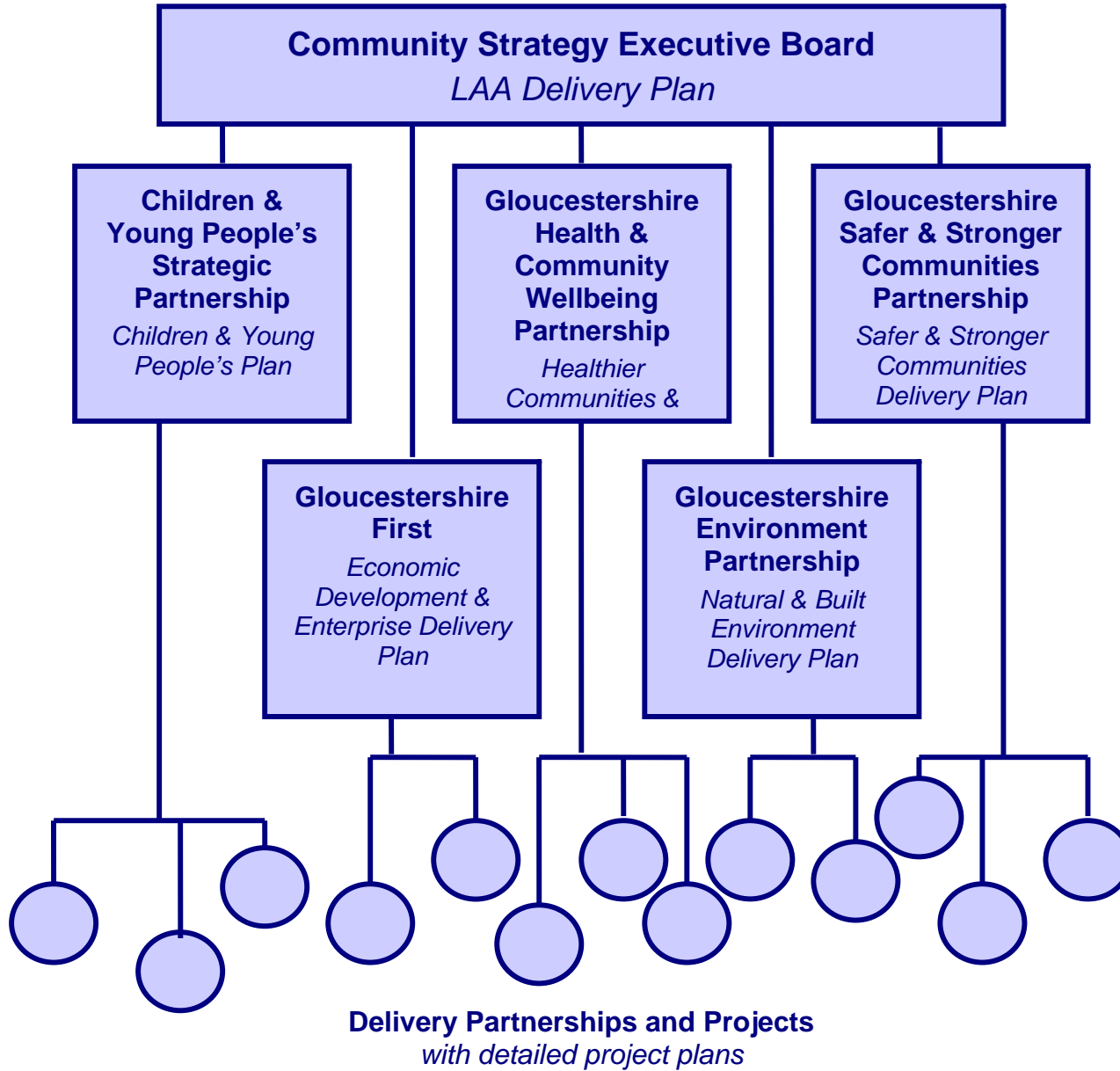
Progress against the tasks and milestones in this plan will be monitored quarterly by the Community Strategy Board. Beneath this top-level delivery plan sit more detailed plans for each of the themes and outcomes of the LAA. Each of these will be monitored by the relevant Thematic Partnership as shown in the diagram on the following page.

The table below shows what each part of the Performance Management template means.

Outcome Reference	Outcome (<i>The overall benefit we are trying to achieve</i>)
Accountable Manager:	<i>The Accountable Manager is the person responsible for overall oversight of the outcome, and for 'owning' the outcome on behalf of the relevant partnership</i>

Performance Indicators (Designated indicators are marked *)
<i>The Performance Indicators are the measures we will use to track whether or not we are making progress towards delivering each outcome. The LAA itself contains more details of the targets we have set against these Performance Indicators, and who is responsible for them.</i>

Tasks	Milestones	Timescale		Lead officer & organisation
		Start date	Completion date	
<i>Tasks are the main actions we will take in order to achieve each outcome</i>				<i>The person and organisation responsible for delivering the task</i>
	<i>Milestones are the steps we will take in order to complete the task. Most tasks will have two or milestones supporting them.</i>			<i>The person responsible for each milestone</i>



1: Children & Young People Theme

Lead Partnership: Gloucestershire Children & Young People's Strategic Partnership

Lead Officer: Jo Davidson, Group Director Children & Young People, Gloucestershire County Council

Theme Co-ordinator: Cathy Griffiths, Gloucestershire County Council

Outcome 1	Improved educational attainment for children and young people, including vulnerable children and young people.
Accountable Manager:	Jo Grills, Director of Learning and Development, Gloucestershire County Council Tel: 01452 425301; Email: jo.grills@gloucestershire.gov.uk

Performance Indicators
(Designated indicators are marked *; Statutory indicators are marked [S])
NI 72 – Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social & Emotional Development & Communication, Language & Literacy [S]
NI 73 – Achievement at level 4 or above in both English & Maths at Key Stage 2 [S]
NI 75 – Achievement of 5 or more A*-C grades at GCSE or equivalent including English & Maths [S]
NI 78 - Reduction in the number of schools where fewer than 30% of pupils achieve 5 or more A*-C grades at GCSE and equivalent including GCSE's in English and Maths
NI 87 – Secondary school persistent absence rate [S]
NI 92 – Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest [S]
NI 93 – Progression by 2 levels in English between Key Stage 1 & Key Stage 2 [S]
NI 94 – Progression by 2 levels in Maths between Key Stage 1 & Key Stage 2 [S]
LI 01 - Percentage of children attaining level 3 or better in writing at Key Stage 1
LI 02 - Percentage of children attaining level 3 or better in reading at Key Stage 1
LI 03 - Percentage of children attaining level 3 or better in maths at Key Stage 1
LI 04 - Added value score for looked after children from Key Stage 1 to Key Stage 2
LI 05 - Added value score for looked after children from Key Stage 2 to Key Stage 3
LI 06 - Added value score for looked after children from Key Stage 3 to Key Stage 4

NI 99 – Looked after children reaching level 4 in English at Key Stage 2 [S]
NI100 – Looked after children reaching level 4 in Maths at Key Stage 2 [S]
NI 101 – Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English & Maths) [S]

Tasks	Milestones	Timescale		Lead officer & organisation
		Start date	Completion date	
01.1 Improve test and examination performance of children at all key stages (LAA9CYP01.1)		April 2009	March 2010	Karen Charters, Glos County Council
	Apply the Raising Attainment Plan method to all schools of concern, giving short term targets and success criteria to support improvement (LAA9CYP01.1.1)	April 2009	March 2010	Paul Harrison, Glos County Council
	Maintain overall attendance rates at over 94% across Primary and Secondary Schools (LAA9CYP01.1.2)	April 2009	March 2010	Mary Holland, Glos County Council
01.2 Continue to develop the Virtual School (LAA9CYP01.2)		April 2009	March 2010	Jane Featherstone, Glos County Council
	Personalised Learning for each child including alternative accreditation for Looked After Children (LAA9CYP01.2.1)	April 2009	March 2010	As above
	Ensure access to appropriate technology for Looked After Children and their carers (LAA9CYP01.2.2)	April 2009	March 2010	As above
01.3 Provide high quality support for young children and their parents/carers (LAA9CYP01.3)		April 2009	March 2010	Karen Charters, Glos County Council
	Remodel the early years and childcare workforce (LAA9CYP01.3.1)	April 2009	March 2010	Mary Welsh, Glos County Council

	Re-organise Early Years Teams to better support settings (LAA9CYP01.3.2)	April 2009	January 2010	Karen Charters, Glos County Council
	Fully implement the 'Securestart' infant mental health service around the identified children's centres reach areas with the 30% of most disadvantaged children and families (LAA9CYP01.3.3)	April 2009	March 2010	Helen Ford, NHS Gloucestershire

Outcome 2	Vulnerable children and young people have improved life chances by maximising their own potential for safe, healthy, happy and successful lives
Accountable Manager:	Linda Uren, Director – Commissioning and Partnerships, Gloucestershire County Council Tel: 01452 427788; Email: Linda.uren@gloucestershire.gov.uk

Performance Indicators (Designated indicators are marked *)
NI 51 – Effectiveness of child and adolescent mental health services (CAMHS)*
NI 54 – Services for disabled children*
NI 57 – Children & young people's participation in high-quality PE & sport*
NI 58 – Emotional and behavioural health of children in care*
LI 07 – Percentage of children who have had a Common Assessment (CAF) who have had their identified needs met or partially met
LI 08 – Percentage of schools achieving healthy schools status.

Tasks	Milestones	Timescale		Lead officer & organisation
		Start date	Completion date	
02.1 Improve effectiveness of child & adolescent mental health services (LAA9CYP02.1)		April 2009	March 2010	Simon Bilous, Glos County Council/NHS Gloucestershire

	Staff in and around schools, including special schools to receive training in Emotional Health and Well-Being issues. (LAA9CYP02.1.1)	April 2009	March 2010	Belinda Heaven, Glos County Council
	Implement Healthy Minds Matter pathfinder (LAA9CYP02.1.2)	April 2009	March 2010	Katherine Smith, 2gether Foundation Trust
	Improve capacity of/access to, primary mental health workers for vulnerable priority groups, including Looked After Children and children and young people with learning disabilities (LAA9CYP02.1.3)	April 2009	March 2010	Helen Ford, NHS Gloucestershire
02.2 Increase support for children and young people and their families to make healthy lifestyle choices, through universal, targeted and specialist services (HSS) (LAA9CYP02.2)		April 2009	March 2010	Jan Urban Smith Glos County Council
	Increase the number of schools engaging in health and wellbeing initiatives through the Healthy Schools and Healthy Schools Plus programme (LAA9CYP02.2.1)	April 2009	March 2010	As above
	Increase the number of targeted interventions that focus on increasing physical activity and healthy eating (Shape Up for Success/Active Start) (LAA9CYP02.2.2)	April 2009	March 2010	As above
	Roll out implementation of screening and referral services for all CYP through the national countywide substance misuse screening Tool (LAA9CYP02.2.3)	April 2009	Sept 2009	As above
02.3 Roll out Common Assessment Framework (LAA9CYP02.3)		April 2009	March 2010	Helen Price, Glos County Council
	Develop and implement a Single Assessment Process across agencies in order to provide a robust context for further implementing the Common Assessment Framework (LAA9CYP02.3.1)	April 2009	March 2010	As above

02.4 Improve access to services for Children and Young People with Learning Difficulties and/or Disabilities (CYPwLDD) (LAA9CYP02.4)		April 2009	March 2010	Simon Bilous, Glos County Council/NHS Gloucestershire
	Minimum competency training programme established for all locality hub staff doing direct work with children and families to ensure that team members have had training to work with disabled children and their families. (LAA9CYP02.4.1)	April 2009	May 2009	Mary Welsh, Glos County Council
	Commission services to provide Nursing support for short breaks (LAA9CYP02.4.2)	April 2009	June 2009	Nick Breakwell, NHS Gloucestershire
	Commission services to provide personal assistant support (LAA9CYP02.4.3)	April 2009	June 2009	Phillip Douch, Glos County Council
	Commission services to provide Palliative Care (LAA9CYP02.4.4)	April 2009	March 2010	Nick Breakwell, NHS Gloucestershire
02.5 Increase provision of healthy lifestyle interventions (LAA9CYP02.5)		June 2009	March 2010	David Grocott Glos County Council
	Use the 2009 PESSYP (PE and Sport for Young People) data to monitor which schools are achieving two hours within the curriculum. Check that this is on line to meet the 2009/10 target of 81%. (LAA9CYP02.5.1)	June 2009	October 2009	Angela James, Glos County Council
	Work with School Sports Partnerships, schools and their senior management to identify measures for increasing entitlement on curriculum where there is a shortfall. (LAA9CYP02.5.2)	October 2009	March 2010	As above

Outcome 3	14-19 year olds have improved choices and support suitable to their age group
Accountable Manager:	Simon Bilous, Head of Commissioning, Gloucestershire County Council Tel: 01452 426653; Email: Simon.Bilous@Gloucestershire.gov.uk

Performance Indicators (Designated indicators are marked *)
NI 91 – Participation of 17 year olds in education & training*
NI 117 – 16-18 year olds who are not in Education, Employment or Training (NEET)
LI 09 - Percentage of young people aged 16-18 whose activity is not known
NI 79 – Achievement of a Level 2 qualification by the age of 19*
NI 80 – Achievement of a Level 3 qualification by the age of 19*

Tasks	Milestones	Timescale		Lead officer & organisation
		Start date	Completion date	
03.1 Improve choices for 14-19 year olds (LAA9CYP03.1)		April 2009	March 2010	Simon Bilous, Glos County Council/NHS Gloucestershire
	Work with learning providers to meet the national Information, Advice and Guidance (IAG) quality standards (LAA9CYP03.1.1)	April 2009	March 2010	Alison Williams Prospects Services Limited
	Review and update partnership working protocols to ensure a clear focus on NEET prevention across agencies to support vulnerable groups such as LAC and CYPwLDD (maximise resources and efficiency) (LAA9CYP03.1.2)	April 2009	March 2010	As above

2: Economic Development & Enterprise Theme

Lead Partnership: Gloucestershire First

Lead Officer: David Owen, Chief Executive, Gloucestershire First

Theme Co-ordinator: John McLaughlin, Gloucestershire First

Outcome 4	Increase the number and quality of jobs
Accountable Manager:	David Owen – Gloucestershire First Tel: 01242 864192; Email: david.owen@glosfirst.co.uk

Performance Indicators (Designated indicators are marked *)
NI 151 – Overall employment rate (Working age)*
NI 153 – Working age people claiming out of work benefits in the worst performing neighbourhoods*

Tasks	Milestones	Timescale		Lead officer & organisation
		Start date	Completion date	
04.1 Identify short term and medium term employment needs and take action to meet these (LAA9EDE04.1)		April 2009	March 2010	David Owen, Gloucestershire First
	We will establish a Gloucestershire Economic Task Force in response to the current recession. (LAA9EDE04.1.1)	April 2009	March 2010	As above
	We will identify opportunities and barriers to the development of key employment sectors in the county. (LAA9EDE04.1.2)	April 2009	March 2010	As above

	04.2 We will work with the Third Sector to improve enterprise, encourage entrepreneurial skills and develop a service contract culture with the Public Sector. (LAA9EDE04.2)	April 2009	March 2010	John McLaughlin, Gloucestershire First
	We will seek opportunities to partner the sector in developing capacity of front line organisations to manage multiple contracts and encourage enterprise (LAA9EDE04.2.1)	April 2009	March 2010	As above
	04.3 We will work to ensure an appropriate supply of premises and employment land suitable to meet needs and enable local business expansion and inward investment. (LAA9EDE04.3)	April 2009	March 2010	David Owen, Gloucestershire First
	Embed business to business network models developed under the Parklife Programme to more industrial estates and develop an appropriate future strategy for this programme (LAA9EDE04.3.1)	April 2009	March 2010	Ahmed Goga, Gloucestershire First
	Develop a delivery plan from the Incubation Research Study (LAA9EDE04.3.2)	April 2009	March 2010	Angela Presdee, Gloucestershire First / Laura Crabb University of Gloucestershire

Outcome 5	Increase the number and range of skilled employees by improving the skills of local people
Accountable Manager:	<p>Martin James, Job Centre Plus Tel: 01242 845058; Email: martin.james@jobcentreplus.gsi.gov.uk</p> <p>Tim Smithson, Gloucestershire Learning & Skills Council Tel: 01452 450009; Email: tim.smithson@lsc.gov.uk</p>

Performance Indicators (Designated indicators are marked *)
NI 165 – Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher*
LI 10 - Number of adults gaining NVQ2 or equivalent qualification
LI 11 - The number of people who have been claiming an incapacity benefit for 2 years or more that Gloucestershire First has helped into sustained employment for at least 16 hours per week for a minimum of 13 consecutive weeks

Tasks	Milestones	Timescale		Lead officer & organisation
		Start date	Completion date	
05.1 Support programmes that increase the number of people in employment from under represented groups, focusing on Gender, Disability and Race (LAA9EDE05.1)		April 2009	March 2010	Ahmed Goga, Gloucestershire First
	Increase the number of people who have been claiming an incapacity benefit for 2 years or more that Gloucestershire First has helped into or towards sustained employment of at least 16 hours per week for 13 consecutive weeks or more. (LAA9EDE05.1.1)	April 2009	March 2010	John McLaughlin, Gloucestershire First
	Deliver remedial action plan (LAA9EDE05.1.2)	April 2009	March 2010	As above

	Expand the take up of apprenticeship opportunities (LAA9EDE05.1.3)	April 2009	March 2010	Tim Smithson, LSC
05.2 Achieve an overall increase in the number of people in Gloucestershire obtaining NVQ2 or equivalent qualification (LAA9EDE05.2)		April 2009	March 2010	Tim Smithson, LSC
	Establish a group to deliver a programme of work across the Public/Private sector to identify employees with low skills level or skills not appropriate for the job (LAA9EDE05.2.1)	April 2009	March 2010	As above
05.3 Increase the level of Economic activity in key geographical communities through the take up of new employment opportunities generated in Gloucestershire (LAA9EDE05.3)		April 2009	March 2010	David Owen, Gloucestershire First
	Target the priority areas where unemployment and long term benefits take up is unacceptably high and provide a range of bespoke support mechanisms to address the needs of individuals and their progression routes to work (LAA9EDE05.3.1)	April 2009	March 2010	Ahmed Goga, Gloucestershire First

Outcome 6	Within the context of the Gloucestershire Economic Strategy, we will realise the economic potential of Cheltenham and Gloucester and the surrounding area.
Accountable Manager:	Jane Griffiths, Cheltenham Borough Council Tel: 01242 264126; Email: jane.griffiths@cheltenham.gov.uk Phil Staddon, Gloucester City Council Tel: 01452 396701; Email: philips@gloucester.gov.uk

Performance Indicators (Designated indicators are marked *)
NI 106 - Young people from low income backgrounds progressing to higher education
NI 171 – New business registration rate
NI 172 – Percentage of small business in an area showing growth

Tasks	Milestones	Timescale		Lead officer & organisation
		Start date	Completion date	
06.1 Create and sustain successful and competitive businesses that can take advantage of urban Gloucestershire's strength to compete globally, nationally and regionally (LAA9EDE06.1)		April 2009	February 2010	David Owen. Gloucestershire First
	Gain formal endorsement by Gloucestershire First to an Integrated Economic Strategy for the County and the preparation of an implementation plan for 2010/11 (LAA9EDE06.1.1)	April 2009	February 2010	As above
06.2 Develop urban Gloucestershire as a competitive location that attracts new investors and provides existing businesses with support to remain and prosper (LAA9EDE06.2)		April 2009	March 2010	David Owen. Gloucestershire First
	Develop and implement a commissioning/procurement strategy with and on behalf of the third sector, also embracing actions to enhance capacity (LAA9EDE06.2.1)	April 2009	December 2009	Jess Mace, Gloucestershire Assembly
	Develop an enhanced County based Inward Investment Service (LAA9EDE06.2.2)	April 2009	March 2010	Angela Presdee, Gloucestershire First

Outcome 7	We will develop a stronger, more diverse and sustainable rural economy by delivering the Rural Economic Strategy
Accountable Manager:	David Owen – Gloucestershire First Tel: 01242 864192; Email: david.owen@glosfirst.co.uk

Performance Indicators (Designated indicators are marked *)
NI 106 - Young people from low income backgrounds progressing to higher education
NI 171 – New business registration rate
NI 172 – Percentage of small business in an area showing growth

Tasks	Milestones	Timescale		Lead officer & organisation
		Start date	Completion date	
07.1 Ensure that the Integrated Economic Strategy (IES) has a strong rural component (LAA9EDE07.1)		April 2009	March 2010	David Owen. Glos. First
	The Rural Economy Advisory Panel to contribute to the development of an Integrated Economic Strategy (2009-15) (LAA9EDE07.1.1)	April 2009	March 2010	As above
07.2 Improve skills and qualifications of low skilled workers in the rural economy (LAA9EDE07.2)		April 2009	March 2010	John McLaughlin, Glos. First
	Through the Market for Learning ESF programme we will provide training support to learners who are at risk of not achieving their NVQ (or equivalent) (LAA9EDE07.2.1)	April 2009	March 2010	As above
	Through the Market for Learning ESF programme we will offer a range of vocationally relevant accredited and non-accredited courses (LAA9EDE07.2.2)	April 2009	March 2010	As above

3: Affordable Housing Theme

Lead Partnership: To be agreed

Lead Officer: To be agreed

Theme Co-ordinator: To be agreed

Outcome 8	To improve the supply of affordable housing
Accountable Manager:	Duncan Jordan, Group Director, Environment, Gloucestershire County Council Tel: 01452 425523; Email: duncan.jordan@gloucestershire.gov.uk

Performance Indicators (Designated indicators are marked *)
NI 159 – Supply of ready to develop housing sites*

Tasks	Milestones	Timescale		Lead officer & organisation
		Start date	Completion date	
	To be confirmed			

4: Healthier Communities & Older People Theme

Lead Partnership: Gloucestershire Health & Community Wellbeing Partnership

Lead Officers: Dr Shona Arora, Director of Public Health, Gloucestershire PCT/Gloucestershire County Council & Margaret Sheather, Group Director, Community and Adult Care, Gloucestershire County Council

Theme Co-ordinators: Di Billingham & Tracy Marshall, Gloucestershire PCT

Outcome 9	Improve health and reduce health inequalities
Accountable Manager:	Alice Walsh, Deputy Director of Public Health, NHS Gloucestershire Tel: 08454 221647; Email: alice.walsh@glos.nhs.uk

Performance Indicators (Designated indicators are marked *)
NI 120 – All age, all cause mortality rate*
NI 53 – Prevalence of breastfeeding at 6-8 weeks from birth*
NI 39 – Rate of hospital admissions per 100,000 for alcohol related harm
LI 14 - The number of smokers referred to the NHS Support to Stop Services from the 2 most deprived quintiles of Super Output Areas in the county who remain quit at 4 weeks
LI 15 - The number of smokers referred to the NHS Support to Stop Services within Gloucester Prison who remain quit at 4 weeks
LI 16 - The number of smokers with enduring mental health problems (across a range of settings) referred to the NHS Support to Stop Services who remain quit at 4 weeks
LI 17 - The total number of smokers in Gloucestershire referred to the NHS Support to Stop Services who remain quit at 4 weeks

Tasks	Milestones	Timescale		Lead officer & organisation
		Start date	Completion date	
09.1 Provide workplace services to those smokers who wish to quit particularly targeting routine and manual workers (LAA9HCOP09.1)		April 2009	March 2010	Kate Gegg, NHS Gloucestershire
	Plan and implement stop smoking support groups in those companies that have expressed an interest from no smoking day (LAA9HCOP09.1.1)	April 2009	March 2010	As above
	Target workplaces in the county that have routine and manual workers through direct contact and social marketing. (LAA9HCOP09.1.2)	April 2009	June 2009	As above
09.2 Work with HM Prison Gloucester, the Probation Service and GSAS to develop a Care Pathway for those offenders who are released from prison into the community (LAA9HCOP09.2)		April 2009	March 2010	Kate Gegg, NHS Gloucestershire
	Meet with Prison Governor and Probation Service to draw up action plan. (LAA9HCOP09.2.1)	April 2009	May 2009	As above
	Deliver stop smoking services to offenders on probation in appropriately identified settings. (LAA9HCOP09.2.2)	April 2009	March 2010	As above
09.3 Ensure a co-ordinated approach to promoting breastfeeding within primary care (LAA9HCOP09.3)		April 2009	March 2010	Liz Fenton, NHS Gloucestershire
	Service specification for breastfeeding champions agreed (LAA9HCOP09.3.1)	April 2009	June 2009	Peter Thomas, NHS Gloucestershire

	Action plan in place for care services to be working towards achieving BFI accreditation (LAA9HCOP09.3.2)	April 2009	March 2010	Liz Fenton, NHS Gloucestershire
	Advice and guidance on breastfeeding provided by health professionals is monitored to ensure it meets with BFI standards (LAA9HCOP09.3.3)	April 2009	March 2010	Cate Carrington Green, NHS Gloucestershire
09.4 Ensure that maternity services are implementing evidence-based best practice standards to promote, protect and support breastfeeding (LAA9HCOP09.4)		April 2009	March 2010	Vivien Mortimore, GHNHSFT
	Action plan developed for Gloucester & Cheltenham hospitals to implement BFI and apply for accreditation at level 2 in spring 2010 (LAA9HCOP09.4.1)	April 2009	March 2010	Sue Maxwell, Glos Hospital Foundation Trust
	Hospital and community midwives receive regular up-to-date training on breastfeeding (LAA9HCOP09.4.2)	April 2009	December 2009	As above
09.5 Reduce the rate of alcohol related hospital admissions (LAA9HCOP09.5)		April 2009	March 2010	Peter Steel, GDAS
	Provide 12 county wide training events for front line staff (LAA9HCOP09.5.1)	November 2009	January 2010	As above
	Recruit staff to provide further primary care services in GP surgeries to improve people's access to alcohol brief interventions. (LAA9HCOP09.5.2)	April 2009	March 2010	As above

Outcome 10	To contribute to the reduction of obesity levels
Accountable Manager:	Alice Walsh, Deputy Director of Public Health, NHS Gloucestershire Tel: 08454 221647; Email: alice.walsh@glos.nhs.uk

Performance Indicators (Designated indicators are marked *)
NI 8 – Adult participation in sport and active recreation*

Tasks	Milestones	Timescale		Lead officer & organisation
		Start date	Completion date	
10.1 Roll out a social marketing campaign to increase participation in sport and physical activity in the county. (LAA9HCOP10.1)		April 2009	March 2010	John Stevens Active Glos
	Support Physical Activity component of Health and Well Being Conference for local practitioners at University and use this to launch campaign (LAA9HCOP10.1.1)	April 2009	May 2009	As above
	Appoint a County Physical Activity Manager at Active Gloucestershire and establish a joint network programme steering group with NHS Gloucestershire (LAA9HCOP10.1.2)	April 2009	June 2009	As above
	Develop and deliver specific physical activity interventions linked to the campaign in Podsmead; Matson and Robinswood; St Paul's; Westgate; Kingsholm and wooton and St Marks Super Output Areas (LAA9HCOP10.1.3)	April 2009	March 2010	As above
10.2 Extend the provision, promotion and uptake of opportunities for regular urban and rural walking, cycling and jogging. (LAA9HCOP10.2)		April 2009	March 2010	John Stevens Active Glos
	Develop specific proposals for each district with Walk England, Cycling England and Natural England (LAA9HCOP10.2.1)	April 2009	September 2009	As above
	Implement agreed proposals (LAA9HCOP10.2.2)	September 2009	March 2010	As above

Outcome 11	Supporting independence, health and wellbeing for vulnerable people
Accountable Manager:	Helen Bown, Joint Commissioning Manager, NHS Gloucestershire Tel: 08454 221748; Email: Helen.bown@glos.nhs.uk

Performance Indicators (Designated indicators are marked *)
NI 136 – People supported to live independently though Social Services (all adults)*
NI 139 – The extent to which older people receive the support they need to live independently at home*
NI 135 – Carers receiving needs assessment or review and a specific carer’s service or advice and information*
NI 146 – Adults with Learning Disabilities in employment*
NI 141 – Percentage of vulnerable people achieving independent living
LI 18 - The number of people aged 75 or over admitted to hospital with fractured femur

Tasks	Milestones	Timescale		Lead officer & organisation
		Start date	Completion date	
11.1 Increase mandatory training for staff and monitor impact in carrying out carers assessments (LAA9HCOP11.1)		April 2009	March 2010	Denise Wright, Glos County Council
	Carers assessment training delivered (LAA9HCOP11.1.1)	April 2009	March 2010	As above
11.2 Quality audit of carers assessments (LAA9HCOP11.2)		September 2009	March 2010	Margaret Percival, Glos County Council
	6 month spot checks of teams (LAA9HCOP11.2.1)	September 2009	March 2010	As above

11.3 The development of greater choice and the promotion of user-controlled services across all client group areas as envisaged in the “Putting People First” national concordat (CP9P03.02)		April 2009	March 2010	Margaret Sheather, Glos County Council
	Implement the 2009/10 actions within the Transforming Social Care Programme (CP9M03.02.01)	April 2009	March 2010	Carey Wallin, Glos County Council
11.4 A Multi Agency approach to the use of housing related support as a means of promoting independence and wider life choices (CP9P03.03)		April 2009	October 2009	Margaret Sheather, Glos County Council
	Develop a new five-year strategy for Supporting People to reflect the national strategy and the changing funding position and framework. In partnership with GPCT, GPFT, Probation and District Councils (CP9M03.03.01)	April 2009	October 2009	Mark Branton, Glos County Council
11.5 Support more people with learning disabilities to find paid and voluntary work (LAA9HCOP11.5)		April 2009	September 2009	Tina Reid, Glos County Council
	Secure funding for 09/10 Fast Track programme and for a new post of “Job Carver” (LAA9HCOP11.5.1)	April 2009	August 2009	Dawn Porter, Glos County Council
	Identify 40 adults with a Learning Disability to access the 09/10 Fast Track programme (LAA9HCOP11.5.2)	April 2009	September 2009	Rachael Lathbury, Glos County Council
11.6 Develop Falls Co-ordinators Post based at Cheltenham General Hospital (LAA9HCOP11.6)		April 2009	August 2009	Michele Le Mero, NHS Gloucestershire
	Define commissioning intentions for post (LAA9HCOP11.6.1)	April 2009	August 2009	As above

	Advertise and recruit to post (LAA9HCOP11.6.2)	April 2009	August 2009	As above
11.7 Develop countywide Falls Pathway to ensure older people at risk of falls are identified and provided for by Falls services (LAA9HCOP11.7)		April 2009	September 2009	Michele Le Mero, NHS Gloucestershire
	Develop Falls Pathway for use as a web based tool (LAA9HCOP11.7.1)	April 2009	September 2009	As above
	Rolling training package for key community staff (LAA9HCOP11.7.2)	April 2009	September 2009	As above
11.8 Raise awareness of osteoporosis and falls, including developments in falls pathway and community (LAA9HCOP11.8)		April 2009	March 2010	Michele Le Mero, NHS Gloucestershire
	Refresh strategy (LAA9HCOP11.8.1)	April 2009	March 2010	As above
11.9 Publicise the services available to current and prospective service users and their carers to support them to live independently at home. (LAA9HCOP11.9)		April 2009	March 2010	Nicola Ratcliffe, Glos County Council
	Provide appropriate and up to date information to prospective service users through leaflets and web site (LAA9HCOP11.9.1)	April 2009	March 2010	Mary Dignan, GUIDE & PALS
	Hold the 'Fit for Life' exhibition (LAA9HCOP11.9.2)	October 2009	October 2009	Rosie Callinan, Glos County Council

11.10 Determine the impact of publicity on the awareness of services available to support older people to live independently at home (LAA9HCOP11.10)		October 2009	March 2010	Nicola Ratcliffe, Glos County Council
	Undertake mid-term GCC survey as a proxy for the Place Survey (LAA9HCOP11.10.1)	October 2009	October 2009	Clare Davis, Glos County Council
	Assess impact and review activity for following year (LAA9HCOP11.10.2)	October 2009	March 2010	Nicola Ratcliffe, Glos County Council
11.11 Refresh Supporting People Strategy to 2010/11 (LAA9HCOP11.11)		June 2009	September 2009	Jan Halliday, Glos County Council
	Supporting People Manager in post to progress strategy development (LAA9HCOP11.11.1)	June 2009	September 2009	As above
11.12 SP Partnership Board to review and agree the refreshed SP strategy 10/11 (LAA9HCOP11.12)		September 2009	March 2010	Mark Branton, Glos County Council
	Revised strategy agreed (LAA9HCOP11.12.1)	September 2009	March 2010	As above
11.13 Develop a commissioning plan for the Mental Health Accommodation Project and implement to identify gaps in provision, remodelling of provision and jointly commission agreed provision to meet identified need (LAA9HCOP11.13)		June 2009	March 2010	Louise Flaherty, Glos County Council
	Plan in place and agreed with Joint Commissioner for Mental Health and PB (LAA9HCOP11.13.1)	June 2009	September 2009	As above
	Remodelling of existing services to commence (LAA9HCOP11.13.2)	October 2009	March 2010	As above

5: Natural & Built Environment Theme

Lead Partnership: Gloucestershire Environment Partnership

Lead Officer: Catrin Maby, Chief Executive, Severn Wye Energy Agency

Theme Co-ordinator: Jagdish Patel, Severn Wye Energy Agency

Outcome 12	More Resilient Homes
Accountable Manager:	Kaye Welfare, Severn Wye Energy Agency Tel: 01452 835081; Email: kaye@swea.co.uk

Performance Indicators (Designated indicators are marked *)
LI 19 - Number of measures (cavity wall, loft insulation and central heating) installed via Gloucestershire Warm and Well scheme
NI 187 – Tackling fuel poverty – % of people receiving income based benefits living in homes with a low energy efficiency rating*

Tasks	Milestones	Timescale		Lead officer & organisation
		Start date	Completion date	
12.1 Develop a ‘tackling fuel poverty’ action plan (LAA9NBE12.1)		April 2009	January 2010	Maria Hickman, Stroud District Council
	Develop NI 187 Action Plan with Affordable Warmth Partnership (LAA9NBE12.1.1)	April 2009	July 2009	Kaye Welfare, Severn Wye Energy Agency
	Submit project bid to GOSW for hard to treat homes under Warm and Well for Private Sector Renewal Funding 2010/11 (LAA9NBE12.1.2)	July 2009	October 2009	Maria Hickman, Stroud District Council
	Carry out postal SAP survey across county (LAA9NBE12.1.3)	October 2009	January 2010	Sarah Giff, SWEA

12.2 Further develop the Glos Warm & Well Scheme (LAA9NBE12.2)		April 2009	May 2009	Maria Hickman, Stroud District Council
	Establish funding for Warm & Well Scheme available from each local authority (LAA9NBE12.2.1)	April 2009	May 2009	As above
	Review and set eligibility criteria against national benefit changes and fuel price changes (LAA9NBE12.2.2)	April 2009	May 2009	As above

Outcome 13	More resilient communities
Accountable Manager:	Nigel Riglar, Gloucestershire County Council Tel: 01453 425527; Email: Nigel.riglar@gloucestershire.gov.uk

Performance Indicators (Designated indicators are marked *)
NI 186 – Per capita reduction in CO ₂ emissions in the LA area*
NI 191 – Residual household waste per head*
NI 192 – Percentage of household waste sent for reuse, recycling and composting*
NI 168 – Principal roads where maintenance should be considered*
NI 175 – Access to services and facilities by public transport, walking and cycling*
NI 198 – Children travelling to school – mode of transport usually used*
LI 20 - Number of renewable energy installations in domestic, public sector and community buildings
LI 21 - Installed capacity of new renewable energy systems

Tasks	Milestones	Timescale		Lead officer & organisation
		Start date	Completion date	
13.1 Complete accessibility mapping (NI 175) to fuller range of public services across the County (LAA9NBE13.1)		April 2009	September 2009	Peter Sutherland Glos County Council
	Review accessibility mapping results completed for all six Districts (LAA9NBE13.1.1)	April 2009	May 2009	John Seddon, Glos County Council
	Review need to adjust scope of accessibility mapping work following feedback from partnership (LAA9NBE13.1.2)	June 2009	September 2009	As above

13.2 Implement delivery work plans to reduce Gloucestershire's CO² emissions in the domestic, business, public and transport sectors (LAA9NBE13.2)		April 2009	March 2010	Terry Smith, Glos County Council
	Establish steering groups to develop and implement action plans in the domestic sector (LAA9NBE13.2.1)	April 2009	July 2009	Sally Daley, Stroud District Council
	Establish steering groups to develop and implement action plans in the business sector (LAA9NBE13.2.2)	April 2009	July 2009	Mike Brain, Severn Wye Energy Agency
	Establish steering groups to develop and implement action plans in the public sector (LAA9NBE13.2.3)	April 2009	July 2009	Pete Wiggins, Glos County Council
	Develop presentation to communicate delivery plans to partners and thematic partnerships (LAA9NBE13.2.4)	July 2009	March 2010	Jagdish Patel, SWEA
13.3 Run programme to increase number and capacity of renewable energy installations (LAA9NBE13.3)		April 2009	January 2010	Kierson Wise, SWEA
	Identify and promote opportunities for renewable energy in community and public buildings (LAA9NBE13.3.1)	April 2009	June 2009	As above
	Develop a local sustainable energy installer network (LAA9NBE13.3.2)	April 2009	June 2009	As above
	Identify and record non-GREG installations in the domestic and community sector (LAA9NBE13.3.3)	Oct 2009	Jan 2010	As above
13.4 Commission and complete SCANNER condition surveys of principal roads to target future maintenance at worst condition road sections (LAA9NBE13.4)		April 2009	March 2010	Chris Rogan, Glos County Council
	Commission surveys, provide network data to contractor (LAA9NBE13.4.1)	May 2009	June 2009	Kathryn Haworth, Glos County Council
	Carry out survey (LAA9NBE13.4.2)	July 2009	September 2009	As above

13.5 Deliver annual structural maintenance programme on Principal roads (LAA9NBE13.5)		April 2009	March 2010	Chris Rogan, Glos County Council
	Structural maintenance programme developed to achieve targets (LAA9NBE13.5.1)	April 2009	March 2010	Martyn Midgley, Glos County Council
	Members to approve programme (LAA9NBE13.5.2)	July 2009	July 2009	As above
	Construction of programmed schemes (LAA9NBE13.5.3)	April 2009	March 2010	Chris Panes, Glos County Council
13.6 Secure School Travel Plan funding from DCSF (LAA9NBE13.6)		April 2009	July 2009	Chris Rogan, Glos County Council
	Submit 08/09 School Travel Plans for DCSF approval (LAA9NBE13.6.1)	April 2009	May 2009	Anthony Meehan, Glos County Council
	Walk to School Week programme delivered in participating schools (LAA9NBE13.6.2)	April 2009	April 2009	As above
	Impact analysis of programme (LAA9NBE13.6.3)	May 2009	July 2009	As above
13.7 Reduce the amount of waste sent to landfill, incineration, energy recovery and maximising the waste reused, recycled and composted (LAA9NBE13.7)		April 2009	March 2010	Tony Childs, Glos County Council
	Redesign residual waste collections in Gloucester City to fortnightly and to include collection of food waste for composting (LAA9NBE13.7.1)	October 2009	March 2010	Steve Perkins Glos County Council

	Redesign residual waste collections in Forest of Dean to fortnightly and to include collection of food waste for composting (LAA9NBE13.7.2)	October 2009	March 2010	Steve Briscoe Glos County Council
	Support District Council service changes by targeted marketing (LAA9NBE13.7.3)	April 2009	March 2010	Andy Pritchard Glos County Council
	Increase participation in reduction, recycling and composting by targeting hard to reach groups and low performing areas. (LAA9NBE13.7.4)	April 2009	March 2010	As above

Outcome 14	More Resilient Natural & Built Environment
Accountable Manager:	Nigel Riglar, Gloucestershire County Council Tel: 01453 425527; Email: Nigel.riglar@gloucestershire.gov.uk

Performance Indicators (Designated indicators are marked *)
NI 188 – Planning to adapt to climate change*

Tasks	Milestones	Timescale		Lead officer & organisation
		Start date	Completion date	
14.1 Develop climate change adaptation action plan (LAA9NBE14.1)		April 2009	March 2010	Nigel Riglar, Glos County Council
	Complete professional group training and action planning sessions: minimum 3 sessions (LAA9NBE14.1.1)	April 2009	November 2009	Peter Wiggins, Glos County Council
	Complete individual Council training and action planning sessions: minimum 10 sessions (LAA9NBE14.1.2)	September 2009	December 2009	As above
	Complete a comprehensive risk based assessment of local vulnerabilities and, where appropriate, identify priority risks and effective adaptation approaches (LAA9NBE14.1.3)	June 2009	December 2009	As above
	Report priority risks and where appropriate adaptation responses to GEP / CSEB / GSP and District LSPs (LAA9NBE14.1.4)	April 2009	March 2010	As above
	Each Glos council to have a climate change adaptation plan in place (LAA9NBE14.1.5)	April 2009	March 2010	As above

14.2 Produce interim State of the Environment report (in order to determine the current resilience of the natural environment to climate change) (LAA9NBE14.2)	June 2009	December 2009	Colin Studholme, Gloucestershire Wildlife Trust	
	Collate existing data relating to report topics and identify gaps in knowledge (LAA9NBE14.2.1)	July 2009	August 2009	Linda Moore, Gloucestershire Centre for Environmental Records
	Carry out Phase 1 habitat surveys of 3 x 10 km squares in order to determine sample land use and habitat resilience (LAA9NBE14.2.2)	June 2009	October 2009	Jeremy Doe, Wild Service
	Compare results of sample Phase 1 surveys with similar survey carried out in 1973 (LAA9NBE14.2.3)	November 2009	December 2009	Linda Moore, Gloucestershire Centre for Environmental Records

6: Safer & Stronger Communities Theme

Lead Partnership: Gloucestershire Safer & Stronger Communities Partnership

Lead Officer: Terry Standing, Group Director, Community Safety, Gloucestershire County Council

Theme Co-ordinators:

Andy Newcombe & Heike Fanelisa, Gloucestershire County Council (Safer Communities)

Sally Pickering, Gloucestershire Association for Voluntary and Community Action
(Stronger Communities)

Outcome 15	Improved quality of life for people in the most disadvantaged neighbourhoods
Accountable Manager:	Richard Gibson, Cheltenham Borough Council Tel: 01242 235354; Email: richard.gibson@cheltenham.gov.uk Sylvia Webster, Gloucester City Council Tel: 01452 396975; Email: Sylvia.Webster@gloucester.gov.uk

Performance Indicators (Designated indicators are marked *)
NI 5 – Overall/general satisfaction with local area*
LI 22 – Overall general satisfaction with the local area in the most deprived Super Output Areas

Tasks	Milestones	Timescale		Lead officer & organisation
		Start date	Completion date	
15.1 Identify and agree new Accountable Manager for Outcome 15. (LAA9SSC15.1)		April 2009	September 2009	Sally Pickering, GAVCA
	Identify and agree new Accountable Manager (LAA9SSC15.1.1)	April 2009	July 2009	As above
	Outcome 15 group to agree 09/10 delivery plan (LAA9SSC15.1.2)	May 2009	September 2009	As above

Outcome 16	People and communities will be treated with fairness and equality; discrimination will be eliminated and diversity valued; communities will be more cohesive and inclusive with a shared future for all
Accountable Manager:	Kevin Lee, Equalities Manager, Gloucestershire County Council Tel: 01452 425765; Email: kevin.lee@gloucestershire.gov.uk

Performance Indicators (Designated indicators are marked *)
NI 1 - % of people who believe people from different backgrounds get on well together in their local area
LI 23 - Number of councils reaching the Achieving Level of the Equality Framework for Local Government
NI 140 – Fair treatment by local services

Tasks	Milestones	Timescale		Lead officer & organisation
		Start date	Completion date	
16.1 Increase the percentage of people who feel that people from different backgrounds get on well together (LAA9SSC16.1)		April 2009	March 2010	Kevin Lee, Glos County Council
	In partnership with voluntary sector organisations identify programme of community-based activities across the County to bring together diverse communities (LAA9SSC16.1.1)	April 2009	March 2010	As above
	In partnership with Hate Crime Groups develop programme of events (LAA9SSC16.1.2)	April 2009	March 2010	As above

16.2 Increase the percentage of people who believe they have fair access to public sector services (LAA9SSC16.2)		May 2009	January 2010	Kevin Lee, Glos County Council
	Analyse place survey by demographic data and by district council area to identify areas of low satisfaction rates (LAA9SSC16.2.1)	May 2009	July 2009	As above
	In consultation with partners develop action plan to address areas of poor response (LAA9SSC16.2.2)	May 2009	July 2009	As above
	Through the County Equalities Network and the Voluntary sector Equality and diversity advisory group and the IDeA supported RIEP, work with councils to develop action plans to progress the Equality Framework for Local Government (LAA9SSC16.2.3)	July 2009	January 2010	As Above
16.3 Finalise and agree the Prevention of Terrorism and Violent Extremism Delivery Plan 08-11 (LAA9SSC16.3)		April 2009	August 2009	Raj Patel Glos Constabulary
	Consult with GSSCP partners on the draft (LAA9SSC16.3.1)	April 2009	May 2009	As above
	Implement Strategy and adopt common practice across county (LAA9SSC16.3.2)	June 2009	August 2009	As above

Outcome 17	Increasing the capacity of communities to take voluntary action in order to create more vibrant and thriving communities
Accountable Manager:	Sally Pickering, Gloucestershire Association for Voluntary & Community Action Tel: 01452 332424; Email: sallyp@gavca.org.uk

Performance Indicators (Designated indicators are marked *)
NI 7 – Environment for a thriving third sector*
LI 24 - The number of people recorded as or reporting that they have engaged in formal volunteering on an average of at least two hours per week over the past year

Tasks	Milestones	Timescale		Lead officer & organisation
		Start date	Completion date	
17.1 Ensure all partners have information about volunteering available to their staff to encourage them to take up volunteering (LAA9SSC17.1)		May 2009	March 2010	Hazel Lonsdale, Third Sector Services
	Make volunteering information available on all Gloucestershire local authorities intranet sites (LAA9SSC17.1.1)	May 2009	February 2010	As above
	Volunteering display to have been staged in reception area of all council head offices in Gloucestershire (LAA9SSC17.1.2)	June 2009	March 2010	As above
17.2 Support an Annual Events programme, including Volunteers week and “Make A Difference” Day with the aim of recruiting new volunteers and ensuring that those that already volunteer know that they are volunteers (LAA9SSC17.2)		April 2009	November 2009	Hazel Lonsdale, Third Sector Services
	Agree an annual programme of events, and partners’ contribution to it (LAA9SSC17.2.1)	April 2009	May 2009	As above

	Deliver a minimum of four events (LAA9SSC17.2.2)	June 2009	November 2009	As above
17.3 Address gaps in VCS voice in Glos Conference in particular Gloucestershire First and Supporting People CDRPs (LAA9SSC17.3)		April 2009	September 2009	Jess Mace, Glos Assembly Team
	Agreements in place as to how VCS will be represented in each of these areas (LAA9SSC17.3.1)	April 2009	September 2009	As above
17.4 Develop a Third Sector Commissioning Strategy (LAA9SSC17.4)		April 2009	March 2010	Jess Mace, Glos Assembly Team
	Development Worker in post (LAA9SSC17.4.1)	April 2009	May 2009	As above
	Draft strategy produced for agreement by partners (LAA9SSC17.4.2)	May 2009	March 2010	As above
17.5 Re-assess the viability of having a single joint countywide infrastructure contract (LAA9SSC17.5)		January 2010	March 2010	Rachel Wright, Glos County Council
	Decision made for way forward by the County Funders Group (LAA9SSC17.5.1)	January 2010	March 2010	As above
17.6 Demonstrate to all partners the value that having strong local infrastructure support can have in supporting implementation of the Compact (LAA9SSC17.6)		September 2009	December 2009	Jess Mace, Glos Assembly Team
	Hold conference for district LSPs and councils (LAA9SSC17.6.1)	September 2009	December 2009	As above

Outcome 18	Service providers more responsive to community needs resulting in improved service delivery, by empowering local people to have a greater choice & influence over local decision-making and in service delivery
Accountable Manager:	Jackie Harris; Gloucestershire County Council Tel: 01452 425912; Email: Jackie.harris@gloucestershire.gov.uk

Performance Indicators (Designated indicators are marked *)
NI 4 - % of people who feel they can influence decisions in their locality*

Tasks	Milestones	Timescale		Lead officer & organisation
		Start date	Completion date	
18.1 Improve engagement with 'seldom heard' groups (LAA9SSC18.1)		April 2009	March 2010	Jackie Harris, Glos County Council
	Develop an agreed programme of GCIP work to co-ordinate approaches to engaging with hard-to-reach groups. (CESU9CP2.5.1)	April 2009	March 2010	Clare Davis, Glos County Council
	Consult on proposals for a single Equalities Scheme. (CESU9CP5.1.6)	April 2009	March 2010	Clare Davis, Glos County Council
	Undertake training and mentoring for local community reps in order to improve their participation skills (CESU9CP2.3.3)	October 2009	December 2009	Hester Hunt, Glos County Council
	Deliver Gloucestershire LINK to provide feedback on local health and social care services in the County (CESU9CP2.2.2)	April 2009	March 2010	Clare Davis, Glos County Council

18.2 Improve the way partners engage with geographic communities (LAA9SSC18.2)		April 2009	March 2010	Jackie Harris, Glos County Council
	Develop and implement a toolkit for facilitating neighbourhood meetings (CESU901.03.02)	April 2009	March 2010	Hester Hunt, Glos County Council
	Support development of new and refreshed parish and community-led plans in rural parishes. (LAA9SSC18.2.2)	April 2009	March 2010	Elin Tattersall, Glos Rural Community Council
	Deliver a partnership 'Charter' for Neighbourhood Co-ordination Group meetings with "commitments" to communities. (CESU9CP2.3.1)	April 2009	March 2010	Hester Hunt, Glos County Council
18.3 Ensure effective and systematic use of community information. (LAA9SSC18.3)		April 2009	March 2010	Jackie Harris, Glos County Council
	Work with the Strategic Intelligence Board to produce a data hub for Gloucestershire. (LAA9SSC18.3.1)	April 2009	March 2010	John Forster, Glos County Council
	Promote the use of parish and community-led planning database as a key set of community intelligence for service planners (LAA9SSC18.3.2)	April 2009	March 2010	Elin Tattersall, Glos Rural Community Council
	Review and update the information that is available to local communities (LAA9SSC18.3.3)	April 2009	October 2009	John Forster, Glos County Council
	Deliver updated Neighbourhood profiles for each of the 55 Neighbourhood areas. (CESU901.02.01)	April 2009	June 2009	Dave Cullum, Glos County Council

Outcome 19	Reduce the harm caused by illegal drugs and by alcohol
Accountable Manager:	Steve O'Neill, NHS Gloucestershire Email: steve.o'neill@glos.nhs.uk Tel: 08454 221763

Performance Indicators (Designated indicators are marked *)
NI 42 – Perceptions of drug use or drug dealing as a problem

Tasks	Milestones	Timescale		Lead officer & organisation
		Start date	Completion date	
19.1 Provide effective drug treatment for Problem Drug users (PDU's) (LAA9SSC19.1)		April 2009	March 2010	Steve O'Neill. NHS Gloucestershire
	Implement 2009/10 Adult drug treatment Plan (LAA9SSC19.1.1)	April 2009	March 2010	As above
	Establish exception reporting through new Drug and Alcohol working group for GSSAP (LAA9SSC19.1.2)	April 2009	March 2010	Alice Walsh, NHS Gloucestershire
19.2 Develop County drug strategy-to map county actions against government 10 year strategy "Drugs: Protecting Families and Communities 2008" (LAA9SSC19.2)		June 2009	February 2010	Steve O'Neill. NHS Gloucestershire
	Conduct Telephone interviews with key stakeholders (LAA9SSC19.2.1)	June 2009	June 2009	As above
	Consultation with partners (LAA9SSC19.2.2)	July 2009	July 2009	As above
	Produce strategy (LAA9SSC19.2.3)	August 2009	February 2010	As above

19.3 Reduce alcohol related offending by providing an intervention for people arrested in circumstances where alcohol is a contributory factor (LAA9SSC19.2)	April 2009	March 2010	Brian Lawson, Glos Drug & Alcohol Service
Deliver two 1 hour alcohol misuse awareness sessions per person referred to the service (LAA9SSC19.3.1)	April 2009	March 2010	As above
Deliver training for groups of new Police Officers x2 as part of their induction to continue effective delivery of the Scheme (LAA9SSC19.3.2)	April 2009	March 2010	As above
Deliver two training events for existing Custody Suites to sustain and improve working practice and strengthen partnership. (LAA9SSC19.3.3)	April 2009	March 2010	As above

Outcome 20	Build respect in communities and reduce anti-social behaviour
Accountable Manager:	Trevor Gladding, Cheltenham Borough Council Tel: 01242 264368; Email: Trevor.Gladding@cheltenham.gov.uk

Performance Indicators (Designated indicators are marked *)
NI 17 Perceptions of anti social behaviour
LI 25 - The number of incidents of anti social behaviour

Tasks	Milestones	Timescale		Lead officer & organisation
		Start date	Completion date	
20.1 Reduce ASB levels through new ways of working (LAA9SSC20.1)		April 2009	March 2010	Trevor Gladding, Cheltenham Borough Council
	ASB Partnership to review membership to reflect strategic lead in ASB in the County (LAA9SSC20.1.1)	April 2009	July 2009	As above
	Support the work of the newly appointed County ASB Co-ordinator to produce recommendations on ASB best practice for the county (LAA9SSC20.1.2)	April 2009	October 2009	As above
	Assist in the gathering of best practise in relation to, Enforcement, Prevention, Intervention and Reduction (LAA9SSC20.1.3)	April 2009	October 2009	As above
	Make recommendations on appropriate countywide policies and procedures and submit to GSSCP for agreement (LAA9SSC20.1.4)	April 2009	November 2009	As above
	Support districts within an agreed timetable to implement recommendations agreed by GSSCP (LAA9SSC20.1.5)	November 2009	March 2010	As above

Outcome 21	To reduce crime and the fear of crime
Accountable Manager:	Jo Kline, Crime Reduction Co-ordinator, Gloucestershire Constabulary Tel: 01452 426189; Email: jo.kline@gloucestershire.gov.uk

Performance Indicators (Designated indicators are marked *)
NI 20 – Assault with injury crime rate*
NI 35 – Building resilience to violent extremism*
NI 111 – First time entrants to the Youth Justice System aged 10-17*
NI 18 – Adult re-offending rates for those under probation supervision
NI 32 – Repeat incidents of domestic violence
NI 33 - Arson incidents

Tasks	Milestones	Timescale		Lead officer & organisation
		Start date	Completion date	
21.1 Establish a sub group of the Domestic Abuse board as a steer for the Specialist Domestic Violence Court programme (LAA9SSC21.1)		April 2009	December 2009	Adrian Foster, Crown Prosecution Service
	Finalise Protocol agreement (LAA9SSC21.1.1)	April 2009	June 2009	As above
	Finalise delivery programme for SVDC programme (LAA9SSC21.1.2)	April 2009	September 2009	As above
	Develop local Performance monitoring Framework (LAA9SSC21.1.3)	May 2009	December 2009	As above

Outcome 22	Reduce the number of people killed or seriously injured on Gloucestershire's roads
Accountable Manager:	Sheila Corkett, Head of Road Safety Partnership, Gloucestershire County Council Tel: 01452 426444; Email: Sheila.corkett@gloucestershire.gov.uk

Performance Indicators (Designated indicators are marked *)
NI 47 – People killed or seriously injured in road traffic accidents*

Tasks	Milestones	Timescale		Lead officer & organisation
		Start date	Completion date	
22.1 Establish the new road safety partnership (LAA9SSC22.1)		April 2009	October 2009	Sheila Corkett, Glos County Council
	Undertake a restructuring exercise to form a new partnership. New managerial staff in place by May 2009 (LAA9SSC22.1.1)	April 2009	May 2009	As above
	Undertake a restructuring exercise to form the new partnership. New team in place by August 2009 (LAA9SSC22.1.2)	May 2009	August 2009	As above
	Hold a launch event to raise awareness and build working relationships internally and externally (LAA9SSC22.1.3)	August 2009	October 2009	As above
22.2 Provide Partnership input and response to the Governments 2009 consultation exercise on new road safety policy and targets post 2010 (LAA9SSC22.2)		May 2009	July 2009	Sheila Corkett, Glos County Council
	Provide a response by the 14 th July (LAA9SSC22.2.1)	May 2009	July 2009	As above

22.3 Develop a stronger data-focussed approach to help target resources at key growing collision and casualty trends (LAA9SSC22.3)		April 2009	March 2010	Sheila Corkett, Glos County Council
	Produce “lifelines” for 5 key casualty categories to identify the target groups for future services. Link the findings to corporate research on demographic data. (LAA9SSC22.3.1)	April 2009	March 2010	As above
22.4 When the new partnership structure is in place define cross-agency service delivery for each new team (LAA9SSC22.4)		August 2009	October 2009	Sheila Corkett, Glos County Council
	Hold team workshops when staff are in post (LAA9SSC22.4.1)	August 2009	October 2009	As above
22.5 Establish an annual cross-agency Road Safety Partnership Communications Plan and calendar (LAA9SSC22.5)		May 2009	March 2010	Sheila Corkett, Glos County Council
	Production of communications plan and calendar, circulated to all partners. (LAA9SSC22.5.1)	May 2009	March 2010	As above

7: Developing and Delivering a Successful Local Area Agreement

Lead Partnership: Community Strategy Executive Board

Lead Officer: Peter Bungard, Chief Executive, Gloucestershire County Council

Outcome 23	Robust partnership delivery arrangements for the Local Area Agreement
Accountable Manager:	Rob Ayliffe, Head of Policy & Performance, Gloucestershire County Council Tel – 01452 426613; Email – rob.ayliffe@gloucestershire.gov.uk

Performance Indicators (Designated indicators are marked *)	07/08 Baseline	09/10 Targets	10/11 Targets	Accountable Manager
Percentage of LAA indicators on or above target: 2007/10 stretch targets (CESU 53)	64.3%	100%	N/A	Rob Ayliffe, Gloucestershire County Council; Tel: 01452 426613 Email: rob.ayliffe@gloucestershire.gov.uk
Percentage of LAA indicators on or above target: designated targets (CESU 54a)	N/A	80%	80%	
Percentage of LAA indicators on or above target: Local targets (not including stretch targets) (CESU 54b)	75%	80%	80%	

Tasks	Milestones	Timescale		Lead officer & organisation
		Start date	Completion date	
23.1 Design and implement a new partnership-based performance management framework incorporating Joint Strategic Commissioning Plans (LAA9DDS23.1)		April 2009	March 2010	Rob Ayliffe, Glos County Council
	Agree scope and composition of new performance framework (CESU903.02.01)	April 2009	June 2009	As above
	Develop in detail the key elements of the new framework and issue new business planning guidance (CESU903.02.02)	July 2009	November 2009	As above

	Provide training and support to business planning staff in implementing the new framework and producing Joint Strategic Commissioning Plans (CESU903.02.03)	December 2009	March 2010	As above
23.2 Prepare for, lead and co-ordinate the new Comprehensive Area Assessment process on behalf of the Gloucestershire Conference (LAA9DDS23.2)		April 2009	July 2009	Rob Ayliffe, Glos County Council
	Establish performance monitoring arrangements for the full National Indicator Set that allow the partnership to identify and address areas deteriorating performance (CESU903.03.01)	April 2009	July 2009	As above
	Complete and submit an area self-evaluation that accurately reflects areas of notable and innovative practice as well as where we need to do more to improve local outcomes (CESU903.03.02)	April 2009	July 2009	As above
	Complete and submit an organisational self-assessment that accurately reflects Gloucestershire County Council's contribution to achieving partnership outcomes (CESU903.03.03)	April 2009	July 2009	As above

8: Risk Register

Risk: LAA 01	Failure to maintain momentum and commitment of all partners		
Owner	CSEB (monitored by Rob Ayliffe)		
Consequences	Reduced capacity to achieve targets and priorities Failure to secure Performance Reward Grant (PRG)		
Current controls	Key partners represented on the Gloucestershire Conference Structure Participation incentivised through sharing of PRG 'Duty to co-operate' extended to public sector partners Partners 'named' against specific targets		
Risk ratings and controls		Inherent Risk With no controls in place	Residual Risk With control measures implemented
		Likelihood score (1=low; 5= high)	4
		Impact score (1=low; 5= high)	4
		Risk Rating (likelihood x impact)	16
		Risk Status	High
Further actions required	Complete annual review of Gloucestershire Conference Development of scrutiny arrangements once Government guidance is issued		

Risk: LAA 02	Competing demand between LAA and other priorities		
Owner	CSEB (monitored by Rob Ayliffe)		
Consequences	Reduced capacity to achieve LAA targets & priorities Credibility of LAA as 'central delivery contract' reduced		
Current controls	Good match between Sustainable Community Strategy and LAA priorities Clear processes for assessing emerging priorities through Gloucestershire Conference All partners have fed their priorities into the LAA process Named partners to include LAA targets and actions in their own plans Complete development of Thematic Delivery Plans		
Risk ratings and controls		Inherent Risk With no controls in place	Residual Risk With control measures implemented
		Likelihood score (1=low; 5= high)	4
		Impact score (1=low; 5= high)	3
		Risk Rating (likelihood x impact)	12
		Risk Status	Moderate
Further actions required	Continue to monitor		

Risk: LAA 03	LAA fails to significantly alter central/local relationship		
Owner	Accountable Bodies Group (monitored by Rob Ayliffe)		
Consequences	Loss of faith in LAA process Central priorities take precedence over local priorities		
Current controls	Clear local evidence base and Sustainable Community Strategies Strong local governance		
Risk ratings and controls		Inherent Risk With no controls in place	Residual Risk With control measures implemented
		Likelihood score (1=low; 5= high)	3
		Impact score (1=low; 5= high)	3
		Risk Rating (likelihood x impact)	9
		Risk Status	Moderate
Further actions required	None required		

Risk: LAA 04	Thematic partnerships and/or CSEB make funding recommendations that are not acceptable to GCC cabinet (as Accountable Body)		
Owner	Peter Bungard, Chief Executive, Gloucestershire County Council (monitored by Rob Ayliffe)		
Consequences	Conflict between delivery partnerships and accountable body Delays to resource allocation Loss of faith in partnership processes		
Current controls	Financial protocol and conflict resolution processes in place Lead Cabinet Members engaged in key roles within partnerships Regular Cabinet briefings		
Risk ratings and controls		Inherent Risk With no controls in place	Residual Risk With control measures implemented
		Likelihood score (1=low; 5= high)	4
		Impact score (1=low; 5= high)	4
		Risk Rating (likelihood x impact)	16
		Risk Status	High
Further actions required	Continue to keep Cabinet members involved and briefed Update financial protocol		

Risk: LAA 05	Inadequate financial controls in place		
Owner	Peter Bungard, Chief Executive, Gloucestershire County Council (monitored by Rob Ayliffe)		
Consequences	Unable to accurately report expenditure GCC (as accountable body) unable to provide audit assurance to Government Poor financial decision-making		
Current controls	Financial protocol in place, supported by quarterly monitoring CSEB challenging underspent budgets		
Risk ratings and controls		Inherent Risk With no controls in place	Residual Risk With control measures implemented
		Likelihood score (1=low; 5= high)	3
		Impact score (1=low; 5= high)	4
		Risk Rating (likelihood x impact)	8
		Risk Status	Moderate
Further actions required	Address any issues arising from quarterly reporting		

Risk: LAA 06	Improvement in performance fails to result in improved public satisfaction		
Owner	CSEB (monitored by Rob Ayliffe)		
Consequences	Perceived failure of LAA to have achieved Failure to achieve perception based targets		
Current controls	Using bulletin to identify 'good news'		
Risk ratings and controls		Inherent Risk With no controls in place	Residual Risk With control measures implemented
		Likelihood score (1=low; 5= high)	4
		Impact score (1=low; 5= high)	3
		Risk Rating (likelihood x impact)	12
		Risk Status	Moderate
Further actions required	Produce web-based publicity materials for use by partners in internal and external communications Review whether further actions are required following publication of Place Survey results and receipt of initial findings from CAA inspectors		

Risk: LAA 07	Change in key personnel or political leadership (local or national)		
Owner	CSEB (monitored by Rob Ayliffe)		
Consequences	Possible disengagement of partner from the process Reduced capacity to deliver LAA Change in policy direction of one or more partners		
Current controls	See risk 01 above Regular opportunities to speak to councillors/staff teams about LAA Prospectus sets out clear roles and expectations ABG currently chaired by politically neutral partner		
Risk ratings and controls		Inherent Risk With no controls in place	Residual Risk With control measures implemented
		Likelihood score (1=low; 5= high)	3
		Impact score (1=low; 5= high)	4
		Risk Rating (likelihood x impact)	12
		Risk Status	Moderate
Further actions required	Develop scrutiny arrangements once Government guidance is issued Consider developing introductory pack for new members Plan LAA session into new member induction following County Council elections		

Risk: LAA 08	Failure to make adequate links to district LSPs		
Owner	CSEB (monitored by Rob Ayliffe)		
Consequences	Missed opportunity to harness energies of district-based partners Lack of match between district and county priorities Increased risk of political conflict		
Current controls	District LSP officers meet regularly with County colleagues District LSPs represented on GSP Discussion of issue at CSEB Some funding delegated to district level Role of district LSPs referred to GSP for further discussion Thematic partnership producing statements clarifying how they see themselves as linked to district LSPs		
Risk ratings and controls		Inherent Risk With no controls in place	Residual Risk With control measures implemented
		Likelihood score (1=low; 5= high)	3
		Impact score (1=low; 5= high)	4
		Risk Rating (likelihood x impact)	12
		Risk Status	High
Further actions required	Work towards disaggregating LAA targets to LSP level		

Risk: LAA 09	'Silo' working		
Owner	CSEB (monitored by Rob Ayliffe)		
Consequences	Missed opportunities to tackle cross-cutting issues Competition for resources Lack of clarity over who is responsible for what Failure to 'narrow the gap'		
Current controls	CSEB brings theme leads together Bulletin encourages communication across blocks CSST includes co-ordinators from each partnership Integrated proofing tool		
Risk ratings and controls		Inherent Risk With no controls in place	Residual Risk With control measures implemented
		Likelihood score (1=low; 5= high)	3
		Impact score (1=low; 5= high)	3
		Risk Rating (likelihood x impact)	9
		Risk Status	Moderate
Further actions required	Use new Gloucestershire Conference Support Group to identify and encourage opportunities for cross-theme working		

Risk: LAA 10	Lack of a performance management culture in partnerships		
Owner	Rob Ayliffe, Gloucestershire County Council		
Consequences	Lack of reliable data Failure to deliver targets and receive maximum reward grant Failure to shift partnership resources to meet areas of under performance on all LAA indicators Failure to manage the new NI dataset adequately Inefficient use of resources		
Current controls	Data Quality Principles Direct contact between outcome leads and LAA Manager & Improvement Officer Regular reporting of performance to CSEB and ABG Development of a cross agency performance group Gain agreement to the management of the NI data set		
Risk ratings and controls		Inherent Risk With no controls in place	Residual Risk With control measures implemented
		Likelihood score (1=low; 5= high)	4
		Impact score (1=low; 5= high)	4
		Risk Rating (likelihood x impact)	16
		Risk Status	High
Further actions required	Support in improving delivery plan framework Performance management Peer Review process Continued development of joint partnership development programme		