Cabinet

Agenda

The Cabinet will meet at the **SHIRE HALL, WARWICK** on **THURSDAY, 15TH JUNE 2006 at 1.45 P.M.**

The agenda will be :

1. **General**

    (1) Apologies for absence.

    (2) Members' Disclosures of Personal and Prejudicial Interests.

    Members are reminded that they should disclose the existence and nature of their personal interests at the commencement of the relevant item (or as soon as the interest becomes apparent). If that interest is a prejudicial interest the Member must withdraw from the room unless one of the exceptions applies.

    Personal interests relating to any item on the agenda arising by virtue of the members serving as District/Borough councillors and as members of the Warwickshire Police Authority are declared below:

    Councillor Alan Cockburn, Member of Warwick District Council.

    Councillor Peter Fowler, Member of North Warwickshire Borough Council.

    Councillor Colin Hayfield, Member of North Warwickshire Borough Council.

    Councillor Richard Hobbs, Member of Stratford on Avon District Council and the Warwickshire Police Authority.

    Councillor Jerry Roodhouse, Member of Rugby Borough Council.

    Councillor Chris Saint, Member of Stratford on Avon District Council.

    Councillor Izzi Seccombe, Member of Stratford on Avon District Council and the Warwickshire Police Authority.

    Councillor Bob Stevens, Member of Stratford on Avon District Council.

\BU\MemberServices\Committee Papers-Loading\Cabinet\Cabinet - 06-06-15\Cabinet Agenda 15-06-06.doc
Date: 05/06/2006
Author: Pkee

1

(3) Minutes of the meeting held on the 25th May 2006 and Matters Arising. (For exempt items see later on the agenda).

(4) Requests for Discussion of En Bloc Items.

PART A - ITEMS FOR DISCUSSION AND DECISION (WHITE PAPERS)

2.   Developing the Corporate Business Plan 2006-9

The report of the Strategic Director of Performance and Development.

The draft Corporate Business Plan (CBP) 2006-9 presents the medium term priorities for the County Council, with the actions and targets which will deliver them. As the organisation is in the middle of the major change of modernisation this plan is still in a transitional form between the old and the new, which will emerge in next year's plan. The CBP contains key actions, targets and milestones which will form the basis for reporting performance. The plan will form part of the Council's statutory Best Value Performance Plan 2006/7

Recommendation:

That the Cabinet approves the final draft Corporate Business Plan 2006-9 to go forward for adoption by the County Council on 27th June 2006, subject to the targets being finalised in the last stage of service plan production.

For further information please contact: Susan Littlewood, Corporate Planning Manager. Tel: 01926 412753, e-mail: susanlittlewood@warwickshire.gov.uk

3.   Adult and Community Learning Development Plan 2006/07

The report of the Chair of the Adult and Community Services Overview and Scrutiny Committee.

All Local Authority Adult Education Services that are funded by the Learning and Skills Council (LSC) are required annually to draw up Adult and Community Learning Development Plans for the period of their next contract with the LSC - in this instance for the period August 2006 to 2007. This plan builds on the work carried out through previous plans. The report was considered by the Adult & Community Services Overview & Scrutiny Committee at their meeting on 17 May 2006.

Recommendation of the Adult and Community Services Overview and Scrutiny Committee:

That the Cabinet recommends to full Council, the adoption of the Adult and Community Learning Development Plan 2006/07.

For further information please contact: Ann Mawdsley, Senior Committee Administrator. Tel: 01926 418079, e-mail: annmawdsley@warwickshire.gov.uk or: Peter Sutton, Head of the Adult and Community Learning Service.
Tel: 01926 738574, e-mail: petersutton@warwickshire.gov.uk

4.   Developing Telecare in Warwickshire

The report of the Strategic Director of Adult, Health & Community Services.

Warwickshire is in receipt of the Preventative Technology Grant from the Department of Health to stimulate the development of telecare services. The development of telecare will be most effectively undertaken in partnership with the District/Borough Councils and PCTs and other key stakeholders.
In order to make speedy progress, it is proposed that subject to appropriate safeguards Warwickshire enters into a partner agreement with the Northern Housing Consortium, who provide a consultancy service and access to a procurement service for the purchase of telecare equipment.

Recommendation:

(1)   That Cabinet approves and authorises the County Council to procure telecare equipment through the arrangements put in place by the Northern Housing Consortium ("NHC"), which procurement will be funded by a Preventative Technology Grant.

(2)   That Cabinet approves and authorises the County Council to negotiate and enter into:

(a) A partnership agreement with NHC;

(b) A supply agreement/s with the framework contractor/s appointed by NHC pursuant to the EU procurement undertaken by NHC; and

(c) Partnership arrangements with district and borough councils and other community alarm providers (and potentially also PCTs) in Warwickshire.

In each case, on terms and conditions acceptable to the Strategic Director of Performance and Development, the Strategic Director of Resources and the Strategic Director of Adult, Health and Community Services.

(3)   A further report detailing the implementation plans for telecare be presented to Overview and Scrutiny Committee and to Cabinet within six months.

For further information please contact: Jon Whiting, Service Manager Older People's Services. Tel: 02476 746427, e-mail: jonwhiting@warwickshire.gov.uk

---

5. **A Summary of the Draft Report produced by Coventry City Council on the Coventry and Warwickshire Breastfeeding Review Document**

The report of the Strategic Director of Performance and Development.

Coventry City Council led a grant application with Warwickshire County Council to the Centre for Public Scrutiny to support an action research framework for this scrutiny review. This summary document gives a brief outline of the aims and eight themes chosen by the board with recommendations on how services could be improved to support/enable women to breastfeed in Coventry and Warwickshire.

Recommendations:

(1)   That Cabinet considers the recommendation from Health Overview and Scrutiny Committee that the Council reviews its employer practices with a view to supporting breastfeeding and report back to the Health Overview and Scrutiny Committee.

(2)   That Cabinet considers whether it wishes to endorse any of the recommendations outlined in a summary of the draft document provided by Coventry City Council

For further information please contact: Alwin McGibbon , Health Scrutiny Officer Tel: 01926 412075, e-mail: alwinmcgibbon@warwickshire.gov.uk or: Jane Pollard, Overview and Scrutiny Team Manager. Tel: 01926 416525, e-mail: janepollard@warwickshire.gov.uk

6. **Transport for Non-entitled Pupils**

The report of the Chair of the Children, Young People & Families Overview and Scrutiny Committee.

A Home to School Task and Finish Group was set up by the Children, Young People & Families Overview and Scrutiny Committee to review home to school transport for non-entitled pupils and pupils attending denominational schools. This report follows a consultation exercise and was considered by the Children, Young People & Families Overview and Scrutiny Committee at their meeting on 18 May 2006.

Recommendation of the Children, Young People & Families Overview and Scrutiny Committee:

That the Cabinet agrees to introduce a Vacant Seats Policy on vehicles operated under contract to the Council which are not registered as local bus services from September 2007, taking into account the comments of the Children, Young People & Families Overview & Scrutiny Committee on the introduction of instalments.

Warwickshire
County Council

For further information please contact: Ann Mawdsley, Senior Committee Administrator. Tel: 01926 418079, e-mail: annmawdsley@warwickshire.gov.uk or: Nick Williams, Assistant Head of Service – Pupil and Student Services Tel: 01926 412956, e-mail: nickwilliams@warwickshire.gov.uk

7.   Transport to Denominational Schools

The report of the Chair of the Children, Young People & Families Overview and Scrutiny Committee.

A Home to School Task and Finish Group was set up by the Children, Young People & Families Overview and Scrutiny Committee to review home to school transport for non-entitled pupils and pupils attending denominational schools. This report follows a consultation exercise and was considered by the Children, Young People & Families Overview and Scrutiny Committee at their meeting on 18 May 2006.

Recommendation of the Children, Young People & Families Overview and Scrutiny Committee:

That the Cabinet agrees to introduce a charge for transport to denominational schools for future pupils who do not practice the faith of the school attended unless the school is the nearest appropriate school to the parental home, the new policy to be phased in from September 2007.

For further information please contact: Ann Mawdsley, Senior Committee Administrator. Tel: 01926 418079, e-mail: annmawdsley@warwickshire.gov.uk or: Nick Williams, Assistant Head of Service - Pupil and Student Services Tel: 01926 412956, e-mail: nickwilliams@warwickshire.gov.uk

8.   Domestic Violence – A Strategy for Warwickshire

Report of the Strategic Director of Community Protection.

The Domestic Violence Strategic Board, a partnership group supported by a number of agencies, has developed a 3 year strategy for Warwickshire to tackle Domestic Abuse, supported by a 12 month action plan which includes specific outcomes. This has already been endorsed by the five Crime & Disorder Reduction Partnerships in Warwickshire, as well as all the agencies involved in developing the strategy. In addition, the Community Safety Overview & Scrutiny Committee has reviewed and supported this strategy. The Cabinet is now asked to endorse this strategy so that it can be published as a public document to demonstrate the work that is being undertaken in Warwickshire.

Warwickshire
County Council

Recommendation:

That Cabinet endorses the Domestic Violence Strategy on behalf of the County Council.

For further information please contact: Sonia Mayo, Domestic Violence Manager. Tel: 07795 236908, e-mail soniamayo@warwickshire.gov.uk

PART B - ITEMS FOR EN BLOC DECISIONS (YELLOW PAPERS)

9.   Risk Assessment of the County Council's Strategic Priorities

The report of the Strategic Director of Performance and Development.

The paper presents the reassessment by Strategic Directors of the strategic risks to the delivery of the County Councils priorities, with proposed actions to mitigate the risks where necessary. This is part of the Council's Business Planning process.

Recommendation:

That the Cabinet endorses the summary of strategic risks facing the County Council in delivering its objectives and the actions to mitigate them where necessary

For further information please contact: Susan Littlewood, Corporate planning Tel: 01926 412753, e-mail: susanlittlewood@warwickshire.gov.uk

10.   Recycling Credits

The report of the Strategic Director for Environment and Economy.

The report details rates for recycling credits for 2006/07 and recommends arrangements for paying certain third parties recycling credits.

Recommendation;

That the arrangements for Third Parties be those detailed in paragraph 3.8 of the report.

For further information please contact: Roy Burton , Transport Planning Unit Tel: 01926 735665, e-mail: royburton@warwickshire.gov.uk

---

Warwickshire
County Council

11. Warwickshire Quality Rail Partnership Station Improvements

The report of the Strategic Director for Environment and Economy.

A Warwickshire Quality Rail Partnership (Station Improvements) would provide an opportunity for the County Council to formalise partnership working with Network Rail, Central Trains, Chiltern Railways, Virgin Trains (West Coast) and Virgin Trains (Cross Country). It is envisaged that the Partnership would be able to deliver improvements to station facilities more effectively than if each organisation worked in isolation.

Recommendation

That Cabinet approves the proposed Warwickshire Quality Rail Partnership Station Improvements with details of the Partnership to be acceptable to the Strategic Director for Environment and Economy.

For further information please contact: Daniel Caldecote, Transport Planning Unit Tel: 01926 735665, e-mail: danielcaldecote@warwickshire.gov.uk

12. Countywide Bus Shelter Maintenance and Advertising Contract

The report of the Strategic Director for Environment and Economy.

The Cabinet will be asked to consider authorising a countywide contract for the cleaning, maintenance and repair of bus shelters and street furniture and a separate countywide contract for advertising on bus shelters and other free standing plinths in return for a revenue payment to the County Council.

Recommendations:

That Cabinet authorises the Strategic Director for Environment and Economy, on terms satisfactory to the Strategic Director for Performance and Development, to award:-

(1)   A countywide contract for the cleaning, maintenance and repair of bus shelters and street furniture.

(2)   A countywide contract for advertising on bus shelters and other free standing plinths in return for a revenue payment to the County Council.

For further information please contact: Daniel Caldecote, Transport Planning Unit Tel: 01926 735665, e-mail: danielcaldecote@warwickshire.gov.uk

13. Any Other Items

To consider any other items that the Chair decides are urgent.

PART C - EXEMPT ITEMS (PURPLE PAPERS)

14.   Report Containing Confidential or Exempt Information

To consider passing the following resolution:

'That members of the public be excluded from the meeting for the item mentioned below on the grounds that their presence would involve the disclosure of confidential or exempt information as defined in paragraph 3 of the Local Government Act 1972'.

(NB. Copies of extracts describing exempt information are available in Warwickshire Libraries, the County Council Handbook and the Access to Information Register held in my office).

15.   Exempt Minutes of the Meeting held on 25th May 2006 and Matters Arising.

Shire Hall,   **JIM GRAHAM,**
Warwick   **Chief Executive**

June 2006

Cabinet Membership

Councillor Alan Farnell **(Leader of the Council and Chair of Cabinet)**
cllrfarnell@warwickshire.gov.uk

Councillor Bob Stevens **(Deputy Leader)**
cllrstevens@warwickshire.gov.uk

Councillor John Burton **(Schools)**
cllrburton@warwickshire.gov.uk

Councillor Alan Cockburn **(Resources)**
cllrcockburn@warwickshire.gov.uk

Councillor Peter Fowler **(Performance and Development)**
cllrfowler@warwickshire.gov.uk

Councillor Colin Hayfield **(Adult, Health and Community)**
cllrhayfield@warwickshire.gov.uk

Councillor Martin Heatley **(Environment)**
cllrheatley@warwickshire.gov.uk

The public reports referred to are available on the Warwickshire Web
www.warwickshire.gov.uk/committee-papers

Warwickshire
County Council

Councillor Richard Hobbs **(Community Protection),**
cllrhobbs@warwickshire.gov.uk

Councillor Chris Saint **(Economic Development)**
cllrsaint@warwickshire.gov.uk

Councillor Izzi Seccombe **(Children, Families and Young People)**
cllrmrsseccombe@warwickshire.gov.uk

Non-voting Invitees - Councillor June Tandy **(Leader of the Labour Group)**
cllrmrstandy@warwickshire.gov.uk and Councillor Jerry Roodhouse **(Leader of the Liberal Democrat Group)** cllrroodhouse@warwickshire.gov.uk ,or their representatives.

<u>**General Enquiries:**</u> Please contact Pete Keeley, Member Services, Performance and Development Directorate Tel: 01926 412450 Email: petekeeley@warwickshire.gov.uk

<u>**Enquiries about specific reports:**</u> Please contact the officers named in the reports.

The reports referred to are available in large print if requested.

Warwickshire
County Council

The Cabinet met at the Shire Hall, Warwick on the 25th May 2006.

Present

Cabinet Members:

Councillor Alan Farnell (Leader of the Council and Chair of Cabinet),
"   Bob Stevens (Deputy Leader),
"   John Burton (Schools),
"   Alan Cockburn (Resources),
"   Peter Fowler (Performance and Development),
"   Colin Hayfield (Adult, Health and Community),
"   Martin Heatley (Environment),
"   Richard Hobbs (Community Protection),
"   Chris Saint (Economic Development),
"   Izzi Seccombe (Children, Families and Young People).

Non-Voting Invitees:

Councillor Tim Naylor representing the Leader of the Labour Group,
"   Jerry Roodhouse, Leader of the Liberal Democrat Group.

Other Members:

Councillors John Appleton, David Booth, Ken Browne, Richard Chattaway, Josie Compton, Chris Davis, Michael Doody, Marion Haywood, Mick Jones, Frank McCarney, Helen McCarthy and John Vereker.

Before the commencement of business members stood in silence as a mark of respect for the late Councillor Anita Macaulay.

1.   **General**

    (1)   Apologies for absence.

       An apology was received from Councillor June Tandy.

    (2)   Members' Disclosures of Personal and Prejudicial Interests.

       Personal interests relating to any item on the agenda arising by virtue of the members serving as District/Borough councillors and as members of the Warwickshire Police Authority were declared below:

         Councillor Alan Cockburn, Member of Warwick District Council.

\MemberServices\Committee Papers-Loading\Cabinet\Cabinet - 06-05-25\Cabinet draft minutes public 25-05-06 .doc
Date: 30/05/2006
Author: Pkee

1

Councillor Peter Fowler, Member of North Warwickshire Borough Council.

Councillor Colin Hayfield, Member of North Warwickshire Borough Council.

Councillor Richard Hobbs, Member of Stratford on Avon District Council and the Warwickshire Police Authority.

Councillor Jerry Roodhouse, Member of Rugby Borough Council.

Councillor Chris Saint, Member of Stratford on Avon District Council.

Councillor Izzi Seccombe, Member of Stratford on Avon District Council and the Warwickshire Police Authority.

Councillor Bob Stevens, Member of Stratford on Avon District Council.

Councillor Chris Saint declared a personal interest in Agenda Item 5 relating to the consultations on proposed departure routes for Coventry Airport because a relative lived at Stoneleigh.

Councillors Josie Compton and Michael Doody declared personal interests in any matters affecting the Warwick District Council, as members of that Council.

(3)   Minutes of the meeting held on the 4th May 2006 and Matters Arising.

Resolved:-

That the Minutes of the Cabinet's 4th May 2006 meeting be approved.

There were no matters arising.

(4)   Requests for Discussion of En Bloc Items.

It was agreed that Agenda Item 8 would be discussed before a decision was taken.

2.   Capital Programme for Transport 2006-07

The Cabinet considered the report of the Strategic Director for Environment and Economy which set out the proposed detailed capital programme for Transport for 2006-07 and invited the Cabinet to approve the Programme.

During his introduction of the item Councillor Martin Heatley, Cabinet Member for the Environment, reported that the Programme had been discussed with Area Committees and had their support.

Resolved:-

(1)   That the Capital Programme for Integrated Transport and Structural Maintenance of Roads and Bridges detailed in Tables 1, 2 and 3 in the report be approved and contracts let as required for the projects.

(2)   That the increases in some project estimates, described in Tables 1 and 3, be approved.

(3)   That the programme of Major Schemes detailed in Table 4 be approved, including the increase in estimate for Rugby Western Relief Road.

3.   Children, Young People and Families Directorate – Capital Works Programme 2006/07 – Schools

The Cabinet considered the report of the Strategic Director for Children, Young People and Families which set out the proposed allocation of capital resources for schools projects in 2006/07.

During his introduction of the item Councillor John Burton, Cabinet Member for Schools, drew attention to the work proposed at the Wotton Wawen Primary School and, in particular the fundraising activities of the school. Members asked that the school be congratulated on the success of its fundraising activities which had raised £100,000.

Resolved:-

That the proposed programme of works set out in Appendix A to the report be approved.

4.   Post-16 Transport

The Cabinet considered the report of the Strategic Director of Children, Young People and Families, which set out the options of achieving the required saving of £220,000 from the Post-16 Transport budget.

During the discussion members confirmed that further information was required before a decision could be taken.

In response to comments about the appropriateness of the Cabinet requesting the Task and Finish Group to consider the options, the Strategic Director of Performance and Development confirmed that the Cabinet could ask any group of members, such as a former task and finish group, to consider an issue and report back to the Cabinet themselves or through the appropriate Strategic Director.

Resolved:-

That Cabinet request that the Task and Finish Group, initially established by the Learning Overview and Scrutiny Committee, reconvene as a matter of urgency to consider the options available to achieve the savings required.

5. **Response to the Consultation on the Proposals for the Revision of the Noise Preferential Routes/Standard Departure Routes For Coventry Airport**

The Cabinet considered the report of the Strategic Director for Environment and Economy.

The proposals contained in the consultation were for relatively minor changes in the routes currently flown by aircraft. The proposals would avoid the main built up areas of the County.

During his introduction of the item, Councillor Chris Saint indicated that he considered the latest proposals would improve the overall situation slightly

Members noted that it was likely that the consultations about routes for incoming flights would involve a short timetable for responses, similar to the arrangements for the current consultation.

Resolved:-

That Cabinet supports the proposals but requests West Midlands International Airport Ltd to consider the scope for reducing the impact on rural areas, especially those villages identified in the Director's report as likely to be, or continue to be affected by noise due to over flying of aircraft to and from Coventry Airport.

6. **FiReControl Governance Arrangements - A draft response to the ODPM's consultation paper**

The report of the Strategic Director of Community Protection and County Fire Officer.

The report set out the background to the FiReControl project and provided a draft response to the ODPM consultation document on FiReControl Governance Arrangements.

During his introduction of this item, Councillor Richard Hobbs, Cabinet Member for Community Protection, indicated that there were certain issues to be resolved in the future including the composition of boards and political proportionality of representation. Also, the situation relating to possible conflict of interests of local authority board members was being examined legally.

Members were advised that a further report would be submitted to the Cabinet at the appropriate time.

Resolved:-

That Cabinet approve the consultation response.

7.   Rokeby Primary Schools

The Cabinet considered the report of the Strategic Director of Children, Young People and Family Services which informed the Cabinet on feedback from the recent consultations on the proposed amalgamation of Rokeby Infant School and Rokeby Junior School. The Cabinet was asked to agree the issues of statutory notices.

Following introductory comments from Councillor John Burton, Cabinet Member for Schools, Councillor Alan Farnell, the Chair, suggested that, with regard to the use of the existing building, the examination of the demand for use by extended schools services should also include other services.

Councillor John Vereker, Chair of the Rugby Area Committee, spoke in support of the points raised by the Area Committee and for other community uses.

It was then Resolved:-

(1)   That Cabinet confirm its decision to close Rokeby Infant School and Rokeby Junior School and establish a 4-11 community primary school with effect from September 2007.

(2)   That the relevant statutory notices are issued, on the basis of closing the two schools and creating the new primary school.

(3)   That the new primary school continue to use the existing buildings of both schools to facilitate the transition to a one-form-entry school and allow for further exploration of the demand for extended schools and other services in the Rokeby area.

8.   Climate Change Strategy for Warwickshire

The Cabinet considered the report of the Strategic Director for Environment and Economy.

The Environment Overview and Scrutiny Committee on the 27th April 2006 considered the report of the Strategic Director for Environment and Economy which set out the policy context for a Climate Change Strategy for Warwickshire, provided an overview of the Strategy and a draft Strategy for consideration. The Overview and Scrutiny Committee supported the draft Strategy and recommended its adoption by Cabinet.

During the discussion the following points were made:-

- o   The importance of the Council's Strategy must be acknowledged particularly having regard to the current national media coverage of climate change.
- o   Members agreed that the Strategy had been well scrutinised by the

Environment Overview and Scrutiny Committee and Departments.

- o The Committee would monitor progress on a six monthly basis.
- o It was important that the successes of the Strategy were publicised

Resolved:-

That Cabinet adopts the draft Climate Change Strategy.

9. **Review of Regional Spatial Strategy - Coventry Solihull Warwickshire Forum's Advice on Sub-Regional Input**

The report of the Strategic Director for Environment and Economy was considered.

In January the Cabinet asked the Coventry Solihull Warwickshire Forum to take the lead on co-ordinating a response to the Regional Planning Body and it is recommended that Cabinet supports the Forum's advice relating to Phase 2 Review of the Regional Spatial Strategy.

Resolved:-

That Cabinet supports the advice of the Coventry Solihull Warwickshire Forum and confirms to the Regional Planning Body that Warwickshire County Council has nothing further to add at this stage of the Phase 2 Review of the Regional Spatial Strategy.

10. **Adoption of Warwickshire County Council's Statement of Community Involvement in Planning**

The report of the Strategic Director for Environment and Economy was considered.

Following examination of the draft Submission Statement of Community Involvement in Planning, the Inspector had issued his report, which was binding upon the Authority. The final Statement of Community Involvement incorporated all comments from the Inspector's report and Members were asked to adopt the final version of the Statement of Community Involvement.

Resolved:-

That Cabinet :

(1) Adopts the Statement of Community Involvement, with the modifications recommended by the Inspector following independent examination, in accordance with section 20 of the Planning and Compulsory Purchase Act 2004; and

(2) Authorises the Strategic Director for Environment and Economy to prepare

an adoption statement and carry out the steps for publicising the Statement and its adoption required by Regulations 35, 36 and 49 to 51 of The Town and Country Planning (Local Development)(England) Regulations 2004.

11   Early Years Service Delivery Plan 2006/08

The report of the Chair of the Sure Start Policy Panel was considered.

The report contained a plan to deliver services for 2006/08 in accordance with the Children Act 2004 and the Childcare Bill 2005. The report had been considered by the Sure Start Policy Panel at their meeting on 4 April 2006.

Resolved:-

That the Cabinet approve the Early Years Service Delivery Plan 2006/08.

12.   Deed of Postponement regarding the University of Warwick Science Park in favour of Advantage West Midlands

The joint report of the Strategic Directors of Performance and Development and Resources was considered.

The joint report proposed that the County Council agreed to the debt owed by the University of Warwick Science Park Company to Advantage West Midlands taking priority over the debt owed by the company to the Council for the reasons set out in the report.

Resolved:-

That Cabinet agrees to the County Council entering into a deed of postponement, the effect of which will be that the debt owed by the University of Warwick Science Park to Advantage West Midlands will take priority over the debt owed by the company to the County Council.

13.   Any Other Items

There were no urgent items to consider.

14.   Reports Containing Confidential or Exempt Information

Resolved:-

That members of the public be excluded from the meeting for the following items on the grounds that their presence would involve the disclosure of confidential or exempt information as defined in paragraph 3 the Local Government Act 1972'.

15. **Exempt Minutes of the Meeting held on 4th May 2006 and Matters Arising. Minutes**

Resolved:-

That the exempt minutes of the meeting held on 4th May 2006 be approved as a correct record and the minutes be signed by the Chair.

There were no matters arising.

16. **Exhall Grange School and Science College Redevelopment**

The Cabinet considered the report of the Strategic Director of Children, Young People and Families relating to the proposed redevelopment of Exhall Grange School, the disposal of land and buildings and the use of the capital receipt.

17. **Saltisford Report**

The Cabinet considered the report of the Strategic Director of Resources.

The report updated Members on the progress on the occupation of Saltisford Buildings 1 and 2 and the progress made on the planning and procurement of Building 3.

The Cabinet gave approval to revised funding arrangements, proposals for the procurement of the fitting-out works, and proposals for the management of variations in forecast expenditure.

The Cabinet rose at 2.55 p.m.

AGENDA MANAGEMENT SHEET

Name of Committee	**Cabinet**
Date of Committee	**15th June 2006**

Name of Committee   **Cabinet**

Date of Committee   **15th June 2006**

Report Title   **Developing the Corporate Business Plan 2006-9**

Summary   The draft Corporate Business Plan (CBP) 2006-9 presents the medium term priorities for the County Council, with the actions and targets which will deliver them. As the organisation is in the middle of the major change of modernisation this plan is still in a transitional form between the old and the new, which will emerge in next year's plan. The CBP contains key actions, targets and milestones which will form the basis for reporting performance. The plan will form part of the Council's statutory Best Value Performance Plan 2006/7

For further information please contact: Susan Littlewood
Corporate Planning Manager
Tel: 01926 412753
susanlittlewood@warwickshire.gov.uk

Would the recommended decision be contrary to the Budget and Policy Framework?   No

Background papers   Corporate Business Plan 2005-6

CONSULTATION ALREADY UNDERTAKEN:-   Details to be specified

Other Committees	☐	
Local Member(s)	☐	
Other Elected Members	☒	Leaders Liaison 1st December 2005
		Cllr David Booth, Cllr Bob Hicks, Cllr George Atkinson
Cabinet Member	☐	Cllr Alan Farnell, Cllr Peter Fowler,
Chief Executive	☐	
Legal	☐	
Finance	☐	

Warwickshire
County Council

Other Chief Officers	☒	COMT 2nd November 2005 + SDMT 29th March 2006
District Councils	☐	
Health Authority	☐	
Police	☐	
Other Bodies/Individuals	☐	Corporate Policy reference Group – on-going development of the plan from September 2005

FINAL DECISION

SUGGESTED NEXT STEPS: Details to be specified

Further consideration by this Committee	☐	
To Council	☒	27th June 2006
To Cabinet	☒	
To an O & S Committee	☐	
To an Area Committee	☐	
Further Consultation	☐	

Warwickshire
County Council

Cabinet - 15th June 2006.

Corporate Business Plan 2006-9

Report of the Strategic Director Performance and Development

Recommendation

Cabinet is asked to:

Approve the final draft Corporate Business Plan 2006-9 to go forward for adoption by the County Council on 27th June 2006, subject to the targets being finalised in the last stage of service plan production.

---

1. Purpose

1.1. This report presents the draft Corporate Business Plan (CBP), setting out key priorities for WCC in the medium term (2006-9) and the headline areas for action to achieve them. (A copy of the draft Plan is attached as an **Appendix**). To provide a basis for measurement in 2006/7, targets have been set for actions and key performance indicators. This working draft comes to Cabinet before it is presented to Council on June 27th for adoption, and will continue to be worked on through June to reflect comments from Strategic Directors and Cabinet.

2. Background

2.1. Development of the CBP has followed a slightly different route this year, responding to the needs of an organisation undergoing significant change. Work on the Council's priorities was started in September 2005 with the Corporate Policy Reference Group (CPRG), and an early draft was considered by COMT in November 2005, and Leaders Liaison group in December 2005. The decision was made to defer further consideration at that time since significant change was inevitable, arising from both internal change within the Council and response to national agendas such as Local Area Agreements (LAAs) and Children and Young People Plan (CYPP). There has been close working with Directorates throughout the development of the plan, and targets have been produced bottom up from Directorates. We recognise that there is still work to be done through the year to strengthen targets as a sound basis for performance management

2.2. The move to working through LAAs is such a significant change that it was decided to restructure the CBP to reflect the five blocks which Warwickshire will be taking forward, rather than the Corporate Objectives used historically.

Warwickshire
County Council

2.3. The CBP 2006-2009 reflects the fact that the organisation is in a transition period currently, and that we anticipate that work in 2006-7 will see major developments, for example towards implementing our LAA, CYPP, and work on the neighbourhood agenda. These developments may well mean that more substantial change is presented in the content and structure of plans the following year. We have to publish the CBP on June 30th to meet statutory requirements, but it will be continually revisited and improved in the run up to next year's plan, as change areas are consolidated.

3. Structure of the Corporate Business Plan

3.1. The **medium term priorities** of the Council, and key actions which WCC will undertake to address them, are presented under the five headings of the LAA blocks. A sixth heading has been added for completeness, which picks up the underlying priorities for development and resources which will underpin the delivery of the other five. The headings are

- **Children and Young People**

- **Safer and Stronger Communities**

- **Healthier Communities and Older People**

- **Economic Development and Enterprise**

- **Environment**

Underpinned by

  o **Development and Resources**

Targets are presented for each medium term priority, which give some key deliverables for the related set of actions, and include the Corporate Headline Indicators, and LPSA2 targets. We felt it was important that the emerging targets for Strategic Directors were represented in the CBP, and have selected a number that are generally outward focused, but are open to extending this to fuller sets if this is preferred. Those selected are presented under the heading 'Specific WCC Directorate Targets'.

4. Next Steps

The CBP together with the Best Value Performance Report setting out WCC's 2005/6 performance will be published together by 30th June 2006, to meet our statutory requirement to provide a Best Value Performance Plan.

Cabinet is asked to:

- Approve the draft Corporate Business Plan for taking forward to the County Council for adoption.

David Carter
Strategic Director Performance & Development

Shire Hall
Warwick

Warwickshire
County Council

Foreword

Warwickshire County Council (WCC) has been on a path of improvement and development over the last few years. However we have reached a point where a step change is needed to move forward successfully addressing national and local needs. In order to do this effectively we have streamlined the organisational structure, taking effect from April 2006, replacing 9 departments with 6 Strategic Directorates tasked with taking the change agenda forward.

This Corporate Business Plan (CBP) therefore needs to be seen as a transitional plan. It recognises that at this point (June 2006) although we are clear about our overall priorities and the direction needed, work to look at some of the detail of how the new vision for change will be delivered is still in its early stages. With this in mind, it is intended that the actions and targets contained in this plan should form a basis for moving forward and further development.

1.0   Our Mission and Objectives

This is our long-term aim and mission statement for Warwickshire County Council

Making Warwickshire the best place to live and work

In support of our mission we are committed to upholding these four principles:

- We aim to achieve improvement for all but with the fastest improvement for the most deprived
- We aim to ensure equality of opportunity for all
- We aim to be a customer focused organisation
- We aim for sustainability, by taking into account the needs of future generations in our planning

Our vision and mission statement is currently being revised under the heading:-

Putting Customers First; Improving Services and Leading our Communities

Since 2000 the County Council has articulated its long-term aims through six corporate objectives.

- *To promote lifelong learning and personal development*
- *To promote the Health and Social Care of our citizens*
- *To improve the Environment*
- *To reduce crime and improve the Safety of the community*
- *To develop and maintain a vibrant local Economy which promotes Employment and prosperity for all*
- *To ensure sound governance of the County Council to provide accessible, responsive and well managed services*

2.0   Local Area Agreements

As the County Council focuses on the emerging agenda for locality based delivery of services, leading the development of Warwickshire's LAA we will need to revisit these aims. This Corporate Business Plan, looking forward to the work to develop the LAA through the coming year, presents the priorities of the Council under the appropriate headings of the LAA. The five blocks that are expected to form the Warwickshire LAA, and which form the headings for following sections are:

Children and Young people

Safer and Stronger Communities

Healthier Communities and Older people

Economic Development and Enterprise

Environment

The CBP also identifies a sixth block, identifying objectives that support the achievement of the five LAA blocks:
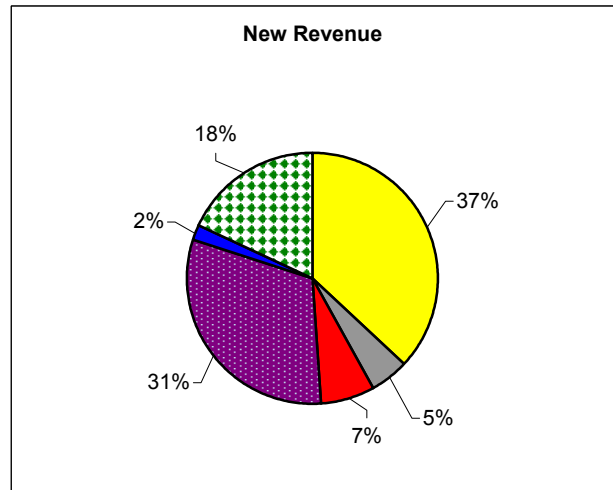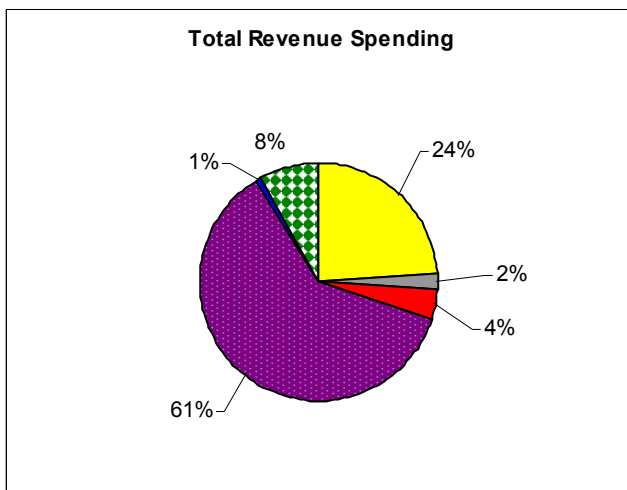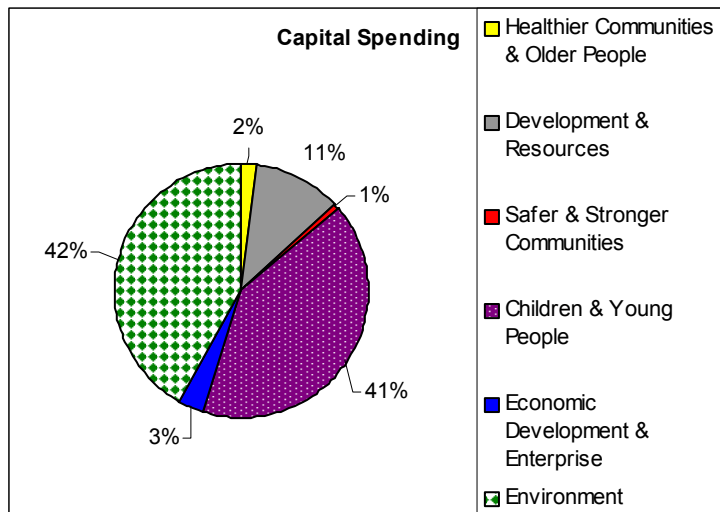
Development and Resources

The mandatory outcomes of the Local Area Agreement will be included in our Corporate Business Plans from 2007 onwards.

3.0   Outlining The Context for Our Priorities

Nationally…..	Publicly…..
- Local government is operating against a fast moving national agenda for change. - The Comprehensive Performance Assessment (CPA) was formulated as a driver for improved service delivery. - The assessment regime is now being broadened to measure much wider community outcomes than just our delivery of services under direct County Council control. - The importance of strong community leadership by local authorities and of integrated responsive public services is being emphasised.	- The public in Warwickshire tell us of their increasing expectations of services and reflect the national climate of general dissatisfaction or disengagement. - Users of specific services demonstrate significantly higher levels of satisfaction. - The importance of focus on customers is a key principle of our vision for change. - Our aim is be able to respond to our customers in the way they expect a modern organisation to do. - The Corporate Business Plan (CBP) priorities reflect the importance of addressing public perception and accelerating changes in the way customers can obtain high quality services and information.
Locally…..	**Financially…..**
- The County Council's priorities have focused on outcomes for Warwickshire people. - We are preparing a Local Area Agreement (LAA) between Warwickshire and central government for implementation from April 2007. - This is an opportunity for localities to agree desired outcomes and pool resources and funding to achieve them. - Locally we have already led the development of the Warwickshire Strategic Partnership Plan (WSPP), and in the process have laid down the basis for a Local Strategic Partnership for Warwickshire. - Integrated with this is the second Local Strategic Partnership Agreement (LPSA2), whose targets are in this CBP. .	- The County Council is operating in a climate of declining resources and higher public and national expectations. - Pressure on budgets comes from central government through Gershon efficiency requirements. - Locally, there is pressure from the public, with significant resistance to Council Tax increases above inflation. - The way forward is to make savings in order to reinvest in the customer / public focused services that are needed. - Every Directorate has undertaken to make 2.5% efficiency savings in 2006/7. In addition, we have planned how on-going efficiency gains will be generated in future years. - Our medium term efficiency plan identifies areas that will generate improvement in service quality and / or cost savings into the medium term.

This is how the Budget for 2006/7 has been divided related to the LAA blocks shown in this plan. .
The three pie charts show 1) Capital spending, 2) WCC's total revenue spending, 3) New revenue
allocations,

Capital Spending

Healthier Communities
& Older People

Development &
Resources

Safer & Stronger
Communities

Children & Young
People

Economic
Development &
Enterprise

Environment

2%
11%
1%
42%
41%
3%

Total Revenue Spending

8%
1%
24%
2%
4%
61%

New Revenue

18%
37%
2%
5%
31%
7%

4.0   Detailed Plan

The remainder of the Corporate Business Plan sets out the priorities and associated targets for the
County Council for the next 3 years categorised by the six LAA block headings outlined in Section
2.0.

5.0   Children and Young People

5.1   Background and context

The following key issues influence the County Council's priorities for Children and Young people:

<table>
<tr><td>

The National Agenda
- Every Child Matters agenda
- Changes to the relationship between local authorities and schools
- Youth Matters Green Paper
- Children's National Service Framework
- 'Choosing Health' White Paper

</td></tr>
<tr><td>

What Matters to Local People
- Quality of education
- Activities for teenagers.
- Bullying - young people as victims of crime

</td></tr>
<tr><td>

Locally
- The Vision and Strategic Direction for Children's Services in Warwickshire developed with relevant partner organisations.
- Warwickshire's Children and Young People Plan (CYPP) addresses the outcomes required by the Children Act 2004
- WCC is still looking to drive up the standards of attainment in schools, aiming to be top quartile relative to councils in our statistical neighbours comparison group

</td></tr>
</table>

5.2   WCC Medium Term Priorities

The County Council's Medium Term Priorities for Children & Young People in Warwickshire are set out in the tables below:

<table>
<tr>
<td rowspan="8">

Ensure that all children and young people "enjoy and achieve".

</td>
<td colspan="4">

Aspirations

</td>
</tr>
<tr>
<td colspan="4">Children and young people should be ready for, attend and enjoy school and college, and achieve standards set, both at primary and secondary school and in further education, and achieve personal and social development.</td>
</tr>
<tr>
<td colspan="4">

To address this priority WCC will:

</td>
</tr>
<tr>
<td colspan="4">

- Develop the role of the Local Authority as champion of parents and pupils.
- Raise standards in secondary, primary and special schools
- Support the development of extended schools and Children's Centres.
- Deliver the County Youth Offer and promote uptake of opportunities
- Reduce exclusion from Education

</td>
</tr>
<tr>
<td>

Key targets

</td>
<td>**2006/7**</td>
<td>**2007/8**</td>
<td>**2008/9**</td>
</tr>
<tr>
<td>16-19 year olds – Average point score per student entered for exam (CHI)</td>
<td>310.2</td>
<td>310.8</td>
<td>310.8</td>
</tr>
<tr>
<td>16 year olds (KS4) - % achieving 5+ A*-C grades (including English and Maths) (CHI)</td>
<td>49%</td>
<td>51%</td>
<td>53%</td>
</tr>
<tr>
<td rowspan="2">11 year olds (KS2) –% Achieving level 4 or above in a) English b) Maths (CHI)</td>
<td>A 82%</td>
<td>82%</td>
<td>81%</td>
</tr>
<tr>
<td>B 83%</td>
<td>82%</td>
<td>76%</td>
</tr>
<tr>
<td></td>
<td>Children in public care - % year 11 gaining 1 or more A*-G grades at GCSE/NVQ (CHI)</td>
<td>90%</td>
<td>90%</td>
<td>90%</td>
</tr>
</table>

	Number of pupils permanently excluded during the year from all schools per 1000 pupils at all maintained schools	0.95	0.9	0.9

	Aspirations			
Ensure that all children stay safe through better integrated services which will safeguard and protect them from harm	Children and young people should be safe from maltreatment, accidental injury and death; bullying and discrimination, crime and antisocial behaviour. They should have security, stability and be cared for.			
	To address this priority WCC will:			
	• Improve the outcomes for vulnerable children, children in need, and looked after children. • Ensure children are protected from emotional, physical and sexual abuse and neglect. • Ensure children in Warwickshire feel safe from bullying • Reduce the fear of crime and antisocial behaviour			
	Key targets	**2006/7**	**2007/8**	**2008/9**
	% of looked after children adopted during the year (CHI)	8%	8%	8%

	Aspirations			
Ensure that children and young people are healthy	Children and young people should be physically, mentally emotionally and sexually healthy, adopting healthy lifestyles and choosing not to take illegal drugs			
	To address this priority WCC will:			
	• Promote healthy lifestyles in schools • Promote prevention activity to reduce under 18 conceptions • Integrate services for children and young people with disabilities • Improve outcomes for children and young people experiencing mental health difficulties			
	Key targets for WCC	**2006/7**	**2007/8**	**2008/9**
	% Schools with Healthy School Status (CHI, LPSA2)	50%	65%	88%
	Other Targets • Reduction in under 18 conception rate in Warwickshire relative to the 1998 baseline by 50% by 2010 • School meals standards met in Warwickshire			

NB. Other targets relating to key actions identified for these priorities will be agreed by July 2006 as part of the further development of the CYPP with partner organisations. These will form part of the half-year performance reporting against this plan.

5.3   Specific WCC Directorate Targets

To support all these priorities The Children, Young People & Families directorate will:

- Focus on improved performance through a revised performance management framework with the aim of securing an improved Annual Performance Assessment (APA) rating in 2007 in preparation for the Joint Area Review 2008
- Identify and implement a workforce development strategy to support integrated Children's Services

5.4   Local Public Service Agreement (LPSA 2) Targets

The Local Public Service Agreement (LPSA2) targets which will support these priorities are set out in the table below:

LPSA 2 Target	Measure of success	Current Performance	Performance target with LPSA
		2005	**End of LPSA period**
Target 5a - Improving Educational Opportunities and Attainment for disadvantaged learners - Improving educational attainment in the Early Years	Numbers of children achieving Level 6 or above at Foundation Stage in Personal and Social Education (PSE) and Communication Language and Literacy (CLL) in the set of participating schools	PSE 561 (88.8%)	PSE 474 (96.4%)
		CLL ??? (68.7%)	CLL 391 (79.4%)
		2004/2005	**Academic year ending summer 2009**
Target 5b - Improving Educational Opportunities and Attainment for disadvantaged learners - Improving Key Stage 2 results through music and dance	Enhanced attainment at Key Stage 2 level 4 in English, Maths, and Science of a cohort of 516 pupils in 12 Warwickshire schools	English -75%	English - 84.25%
		Maths - 76%	Maths - 87.25%
		Science - 88%	Science - 95.25%
		2005	**End of LPSA period**
Target 5c - Improving Educational Opportunities and Attainment for disadvantaged learners - Improving destinations for young people*	% of Year 11 Leavers who are in positive destinations at November following completion of Statutory Education in July	93.6%	96.5%
		Year ending 31st Dec 2005	**Year ending 31st Dec 2009**
Target 10 - To increase the number of schools in Warwickshire achieving Healthy Schools status.	The percentage of schools in Warwickshire achieving the Healthy Schools Standard.	0%	95%

6.0 Safer and Stronger Communities

6.1 Background and context

The following key issues influence the County Council's priorities for safer and stronger communities.

The National Agenda
- Nationally, funding for community safety is now being directed through the Safer and Stronger Communities Fund, one of the blocks of Local Area Agreements.
- Local Crime and Disorder Reduction Partnerships (CDRPs).
- Fire modernisation agenda and Integrated Risk Management Plans (IRMPs).
- Reorganisation of Police forces
- The broader approach to civil contingencies and emergency planning

What Matters to Local People
- Reducing crime and improving community safety.
- Fear of crime generally has being falling, with the exception of fear of violent crime.
- Doorstep callers

Locally
The local agenda is driven by the Warwickshire Strategic Partnership Plan & LPSA 2 targets which aim to:
- Address Antisocial behaviour
- Reduce crime through identifying hotspots
- Reduce the incidence of arson, targeting deliberate vehicle and property fires

6.2 WCC Medium Term Priorities

The County Council's Medium Term Priorities for Safer and Stronger Communities in Warwickshire are set out in the tables below:

Reduce crime and the fear of crime through working in partnership to achieve safer communities	**Aspirations**		
	The County Council will give leadership to partnership working at countywide level/ through effective contribution to Crime and Disorder reduction Partnerships (CDRPs) at district level. The aim is to improve the sense of safety in the community, reflected in falling levels of fear of crime. Key steps will be developing an effective LAA for 2007 with partners, and within the County Council to develop our Crime and Disorder Reduction Strategy.		
	To address this priority WCC will:		
	• Lead on those jointly agreed priorities that need to be tackled at a countywide level, particularly, Antisocial behaviour, Domestic violence & Reducing crime		
	Key targets for WCC	**2006/7**	**2007/8**	**2008/9**
	Reduce total crime in Warwickshire by 15% by 2008 (CHI, LPSA2)	40,570	38,856	38,856
	Reduce % residents worried about crime (CHI)	52%	50%	50%
	Reduce young offenders re-offending within 12 months (CHI, LPSA2)	37%	35%	33.3%
	Other targets • Achieve 100% of key actions in the Antisocial Behaviour Strategy in year to March 2007)			

<table>
<tr><td rowspan="7">Reduce the risk, incidence and effect of fire and non-fire emergencies</td><td colspan="4">Aspirations</td></tr>
<tr><td colspan="4">The Council's aspirations are for an effective, well-managed service which discharges its core fire safety function to prevent fires and non-fire emergencies, and takes on an enhanced community role working in partnership with stakeholders.   It will continue to reduce risk to the community through the implementation of annual IRMP action plans.</td></tr>
<tr><td colspan="4">To address this priority WCC will:</td></tr>
<tr><td colspan="4">Work in partnership with other agencies, to reduce risk in Warwickshire in line with the fire & rescue national framework 2006/08.
Reduce the number of deliberate fires, particularly targeting vehicle and property fires</td></tr>
<tr><td>Key targets for WCC</td><td>2006/7</td><td>2007/8</td><td>2008/9</td></tr>
<tr><td>Reduction in number of deliberate fires (per 10,000 population) (CHI) (LPSA2)</td><td>34.99</td><td>34.12</td><td>33.24</td></tr>
<tr><td>Number of injuries in accidental dwelling fires (per 100,000) (CHI)</td><td>3.43</td><td>3.3</td><td>3.2</td></tr>
</table>

Other targets are
- Implement the year 3 IRMP action plan by March 2007.   - Fire safety education delivered to 100% of primary schools and 75% of secondary schools by March 2007.

6.3   Specific WCC Directorate Contributions

To support all these priorities the Community Protection directorate will:

- Review and implement a revised WCC Community Safety Strategy by March 2007
- Prepare and present a revised Integrated Risk Management Plan
- Identify and implement changes that will enable the Fire and Rescue Authority to achieve an improved CPA grading by the next refresh date
- Improve the effectiveness of WCC contribution to reducing crime and the fear of crime in Warwickshire

6.4   Local Public Service Agreement (LPSA 2) Targets

The Local Public Service Agreement (LPSA2) targets which will support these priorities are set out in the table below:

LPSA 2 Target	Measure of success	Current Performance	Performance target <u>with</u> LPSA
		Year ending 31st March 2005	Year ending 31st March 2008
Target 1 - Reduce crime	The number of violent offences in Warwickshire recorded by Warwickshire Police	6400	5811
	The number of burglary offences in Warwickshire recorded by Warwickshire Police	2665	2524
	The number of theft of motor vehicle offences in Warwickshire recorded by Warwickshire Police	1918	1668
	The number of theft from motor vehicle offences in Warwickshire recorded by Warwickshire Police	4724	4235

		Year ending 31st March 2005	End of LPSA period
Target 2 - Reducing youth re-offending in Warwickshire	The percentage of young people who re-offend within 12 months based on the cohort identified between October 1 to 31 December each year.	40% of the cohort re-offended (using cohort identified year ending 31st December 2004 monitored during 2005)	Young offenders re-offending: (a) 37% during 2006 (b) 35% of during 2007 (c) 33.3% of during 2008
	Increase the number of parents receiving targeted support from YOT and increase parent's satisfaction rate* with this service	Targeted interventions for 30 parents of young offenders (based on April to September 2005 data)	100 parents supported with a 80% satisfaction rate (year ending 31st March 2009)
	Increase the number of victims participating in a restorative process and increase victim's satisfaction rate with this service	50 victims of youth crime participated in a restorative process (year ending 31 December 2005)	75 victims of youth crime participating with a 85% satisfaction rate (year ending 31 March 2009)
LPSA 2 Target	**Measure of success**	**Current Performance**	**Performance target with LPSA**
		2001 - 2004 average	Year ending 31st Dec 2008
Target 3 - Improve Road Safety	Number of people killed or seriously injured (KSI) in road traffic collisions in Warwickshire, as measured by BVPI 99a (i).	562 annual KSIs.	426 KSIs
		Average from 02/03, 03/04 and 04/05	Total for the three years 01/04/2006 to 31/03/2009
Target 4 - Arson Reduction	To reduce the number of deliberate secondary fires occurring on grassland, in refuse containers, outdoor structures, derelict property/vehicle and intentional straw (as recorded on FDR3).	1,542	1,132
	To reduce the number of deliberate primary vehicle fires (as recorded on FDR1).	606	458
	To reduce the number of deliberate primary property fires - including garages, sheds and caravans, buildings – including those under construction, deliberate non-domestic (commercial) property fires and deliberate fires in educational establishments (as recorded on FDR1).	213	170

7.0   Healthier Communities and Older People

7.1   Background and context

The following key issues influence the County Council's priorities for healthier communities and older people:

The National Agenda
• The White Paper "Our Health, Our Say" gives a focus on independence, well-being and choice for older people.
• "Choosing Health" White paper
• Annual assessments of Adult Social Services and Culture under CPA.
What Matters to Local People
• Services for older people, and adults needing support
• Services which enable older people to stay in their own homes
• Consistent and reliable homecare
Local Agenda
• There is a focus on improving performance on numbers of older people helped to live at home, with LPSA2 targets to improve independence agreed with central government.
• The reconfiguration of Health organisation in Warwickshire.
• Health inequalities within the County
• Age profile of the population is getting older, so there will need to be greater provision of services for people over 85

7.2   WCC Medium Term Strategies

The County Council's Medium Term Priorities for Healthier Communities and Older People Warwickshire are to:

Promote the independence well-being and inclusion in the community of all adults	**Aspirations**		
	The Council should work in partnership, particularly with the Health Service and voluntary sector to provide a range of services, designed with those that use them, which enable more people to live independently in the community		
	To address this priority WCC will:		
	• Develop, in partnership, a range of low intensity support to help older people remain independent in the community. • Develop and implement accommodation strategies, incorporating supporting people, extra care and care homes, with housing associations and district/borough councils • Develop joint commissioning and partnership board arrangements • Optimise the use of direct payments to promote greater service user choice and control		
	Key targets for WCC	**2006/7**	**2007/8**	**2008/9**
	Older people helped to live at home per 1000 aged 65 or over (CHI)	74	75	76
	Number of delayed transfers of care per 100,000 aged 65 or over (CHI)	32.6	31	30
	Admissions of supported residents 65 or over to residential/ nursing care (CHI)	71	70	69
	Households receiving intensive home care per 1000 aged 65 or over (CHI)	9.5	10.5	12

%Users satisfied with the Home Care Service (CHI)	63	65	67.5

Other targets
- 121 People receiving direct payments at 31st March 2007, per 100,000 aged 18 or over
- Interim arrangements for formal joint commissioning in place by March 2007

Improve health and reduce inequalities across the County through targeting the most disadvantaged	**Aspirations**
	The aspirations of the County Council are to see improvement in people's health and well being, by working in partnership to implement the recommendations of "Choosing Health". This will be achieved by targeting areas of greatest need.
	To address this priority WCC will:
	• Put in place healthy lifestyles projects focused on the area of highest mortality, aiming to reduce deaths from circulatory diseases. • Develop WCC as a model employer in relation to promoting health • Promote high standards of public health through carrying out monitoring and enforcement activities

Key targets for WCC	2006/7	2007/8	Average 2008-2010
Reducing mortality rates from all circulatory diseases in Nuneaton & Bedworth for persons under 75. (LPSA2)	103	100	99

Other targets are
- To achieve national clean air silver awards for WCC workplaces by December 2006.
- Meet the CPA standard for visits to high-risk premises

Provide the community with access and opportunities for learning, personal development and improved quality of life	**Aspirations**
	The County Council can influence well-being through promoting local lifelong learning opportunities, which are easily accessible by all members of the community. This will be supported through the extension of physical and electronic access to cultural services
	To address this priority WCC will:
	• Provide inspirational community activities to support quality of life for older people, both in their own homes and in care • Implement the Museums, Libraries and Archives "Inspiring Learning for All" framework in Libraries, Learning and Cultural services • Modernise the way that services are delivered to customers in libraries

Key targets for WCC			
Targets are			

- Deliver programme of participative outreach and creative activities for older people by March 2007.
- To launch a state of the art mobile library fleet during 2007 to meet the current and future needs of citizens living in rural, isolated and disadvantaged communities.

7.3 Specific WCC Directorate Targets

To support all these priorities the Adult, Health & Community Services directorate will:

- Achieve improved performance on KPIs in Adult Services
- Overall seek to achieve 'promising prospects' for Adult Services

- Achieve improved performance on KPIs in Supporting People

7.4   Local Public Service Agreement (LPSA 2) Targets

The Local Public Service Agreement (LPSA2) targets which will support these priorities are set out in the table below:

LPSA 2 Target	Measure of success	Current Performance	Performance target with LPSA
		Current Performance	Arithmetic average for the three separate calendar years 2008 - 2010
Target 6 - Reduce health inequalities by reducing deaths from circulatory diseases in the area of highest mortality – Nuneaton & Bedworth	Mortality rates from all Circulatory Diseases[*] in Nuneaton& Bedworth[**] for persons under 75 years	114 per 100,000 population	99 per 100,000 population
		Feb 2006	2009
Target 8 – Promoting Independence of older people	The gap between: the percentage of older people aged 65 or over surveyed, who report being satisfied with the home care commissioned by Warwickshire County Council and satisfied with the services purchased directly using Direct Payments	**62%**	**67.5%**

8.0 Economic Development and Enterprise

8.1 Background and context

The following key issues influence the County Council's priorities for Economic development and Enterprise:

The National Agenda
- Future of the automotive and manufacturing industry in general, which provide a significant proportion of jobs in the County, exemplified by the announcement of intended closure of Peugeot's Ryton plant   - There have been changes to EU funding policy, which means that we expect that none will be available for Warwickshire regeneration areas   - Regionally, the County is part of the Advantage West Midlands Strategy
What Matters to Local People
- Encouraging businesses and employment   - Affordable housing.   - Providing work opportunities in areas of high unemployment   - Attracting quality jobs to Warwickshire
Locally
- The County is performing well in the regional context, but less so when benchmarked against counties and districts immediately to the south and east   - Transport – supporting competitive economy and access

8.2 WCC Medium Term Priorities

The County Council's Medium Term Priorities for Economic Development and Enterprise in Warwickshire are to:

<table>
<tr><td rowspan="7">Improve levels of prosperity for the whole of Warwickshire with priority to the most disadvantaged neighbourhoods</td><td colspan="4">Aspirations</td></tr>
<tr><td colspan="4">We will need to create an environment in which businesses are able to innovate, create and sustain jobs; residents are encouraged to learn, acquire skills and competencies, and enhance their employability. Those experiencing deprivation and disadvantage are given targeted help. We will focus on innovation and enterprise, to secure a competitive edge, and drive local regeneration.</td></tr>
<tr><td colspan="4">To address this priority WCC will:</td></tr>
<tr><td colspan="4">Implement the Regeneration and Competitiveness Strategy 2006-2010
Develop town centre and industrial estates projects
Develop local neighbourhood initiatives</td></tr>
<tr><td>Key targets for WCC</td><td>2006/7</td><td>2007/8</td><td>2008/9</td></tr>
<tr><td>New VAT registrations per 10,000 working age residents CHI)</td><td>60</td><td>60</td><td>60</td></tr>
<tr><td>VAT registered business stocks (CHI)</td><td>+1.5%</td><td>+1.5%</td><td>+1.5%</td></tr>
</table>

	Other targets
	• Progress Stratford Waterfront flagship project, including implementation of 2007 first phase of street scene improvements by March 2007.
	• Rollout BIDS concept in Leamington and Bayton Road to a vote in 2007/08 by May 2007.
	• Deliver the new Camp Hill village centre and progress contract for Phase 3 housing subject to financial feasibility by March 2007.
	• Secure longer term external funding for Building Sustainable Neighbourhoods, within the context of its contribution to WCC's localism agenda, by February 2007.

<table>
<tr><td rowspan="7">Improve the employment potential of Warwickshire's residents and increase sustainable employment opportunities</td><td colspan="4">Aspirations</td></tr>
<tr><td colspan="4">A move toward higher value enterprises and diversification of businesses are priorities for the County. Additionally the move toward an increasingly knowledge based economy will result in an increased need for skills and competencies. WCC seek to increase the number of economically active residents, raise the overall skills base, and improve employability skills for those in the most disadvantaged areas and groups.</td></tr>
<tr><td colspan="4">To address this priority WCC will:</td></tr>
<tr><td colspan="4">• Develop a countywide Employment and Skills Strategy
• Develop plans with partners for "themed" Major Employment Sites</td></tr>
<tr><td>Key targets for WCC</td><td>2006/7</td><td>2007/8</td><td>2008/9</td></tr>
<tr><td>% People of working age in employment (CHI)</td><td>80%</td><td>80%</td><td>80%</td></tr>
<tr><td>Proportion of the working age population claiming key benefits (CHI)</td><td>10.2%</td><td>10.0%</td><td>9.9%</td></tr>
</table>

Key targets for WCC	2006/7	2007/8	2008/9
% Positive destinations for 16+ school leavers (CHI	93.9%	94.1%	94.3%

Other targets
• Agree the Employment and Skills Strategy together with an Action Plan for 2007/08 by March 2007
• Plans including potential for medical technologies park for Ansty, and engagement in proposals for motor sports at Fen End developed by March 2007.

8.3   Specific WCC Directorate Target

To support these priorities the Environment & Economy directorate will:

• Lead the review and development of the strategic approach to "Warwickshire and the Wider World"; the international development agenda

9.0   Environment

9.1   Background and context

The following key issues influence the County Council's priorities for the environment:

The National Agenda
- There is an increased focus on environmental issues with a national Sustainable Development strategy and a national Climate Change programme.   - Escalating Landfill Tax and the environmental impact of landfill green house gas emissions.   - Substantial future penalties if we do not achieve EU Landfill Diversion targets from 2009/10.   - One of the shared priorities between central and local government is 'Meeting transport needs more effectively' which focuses on accessibility, tackling congestion, better air quality and making roads safer
What Matters to Local People
- Levels of traffic congestion   - Quality Public transport   - Provision of Recycling facilities   - Condition of road surfaces and winter gritting
Locally
There are integrated agendas for County Council and District Councils in relation to waste management , through a joint Municipal Waste Strategy, and a Warwickshire Climate Change Strategy.

9.2   WCC Medium Term Priorities

The County Council's Medium Term Priorities for Environment in Warwickshire are to:

	Aspirations		
Implement environmental sustainability	WCC is prepared to lead on issues raised by global warming such as CO2 emissions, having adopted a Climate Change strategy in May. We aim for the County Council itself to be seen as a model of good practice in environmental sustainability and to demonstrate this through the achievement of the ISO14001 environmental standard for the authority. The disposal/processing of waste is a bigger issue than our aim to minimise household waste and increase rates of recycling and composting, and the recently adopted Warwickshire Waste Strategy, charts the way forward.		
	To address this priority WCC will:		
	- Improve WCC's environmental performance by implementation of the corporate ISO 14001 action programme - Agree and implement a Climate Change Strategy for Warwickshire with Warwickshire Strategic Partners - Implement Warwickshire Municipal Waste Management Strategy. - Deliver the LPSA waste target		
	Key targets for WCC	2006/7	2007/8	2008/9
	% Change in tonnage of household waste sent to landfill (CHI)			
	% Change in the number of kilograms of household waste collected per head of population (CHI)	0%	0%	0%

<table>
<tr><td rowspan="2"></td><td>Other targets :</td></tr>
</table>

	Other targets : • All directorates to implement environmental management systems and obtain ISO 14001 certification by March 2008. • Climate change strategy and implementation/ action plan by September 2006. • Develop and agree the Domestic Waste Minimisation Strategy with Warwickshire Waste partnership by March 2007.

	Aspirations			
Improve accessibility to jobs and services and maintain and improve the efficiency of the transport network	One of the shared priorities between Central and Local Government is 'meeting transport needs more effectively' in particular delivering accessibility, better air quality, tackling congestion and making roads safer. Our Local Transport Plan sets out actions to achieve these objectives. In addition to this, major schemes within the plan, which focus on the maintenance and improvement of Warwickshire's highway network, have to be delivered.			
	To address this priority WCC will:			
	• Implement strategies and programmes identified in the Local Transport Plan (LTP) • Deliver road maintenance work to improve conditions for pedestrians and other road users.			
	Key targets for WCC	**2006/7**	**2007/8**	**2008/9**
	% users who are satisfied with local bus services (CHI)			
	Satisfaction score with Road maintenance a)footways & Pavements b) Rural Road Surfaces (CHI)	a) 57 by 2010 b) 54 by 2010		
	% Reduction for all killed/seriously injured causalities compared to the average 2001-04 base.	10%	15%	20%
	• Achievement of a 'Good' rating for the delivery report and LTP.			

9.3   Specific WCC Directorate Targets

To support all these priorities the Environment & Economy directorate will:
- Identify and negotiate solutions for attaining improved performance with the objective of securing 4 star Environment services within the current CPA methodology by December 2007
- Ensure the delivery, to agreed performance criteria, of the Council's Waste Strategy, local Development Frameworks, Local transport Plan and Regeneration Strategy

9.4   Local Public Service Agreement (LPSA 2) Targets

The Local Public Service Agreement (LPSA2) targets which will support these priorities are set out in the table below:

LPSA 2 Target	Measure of success	Current Performance	Performance target with LPSA
		Year ending 31 March 2005	Year ending 31st March 2009
Target 9 - To increase the proportion of household waste arisings recycled (through an increase in the recycling of glass, metal, plastic and some textiles)	Total tonnage of household waste recycled as measured by BVPI 82a(ii) minus the tonnages of paper, card and 50% of textiles	16 664 tonnes	23 000 tonnes

10.0 Development and Resources

10.1 Background and context

The following key issues influence the County Council's priorities for Development and Resources:

The National Agenda
- The Government's 10 year vision promotes localism and a focus on communities; emphasising the increasing community leadership role of local authorities
- The requirement for Local Area Agreements, setting out the contract between central and local aspirations, is being introduced as a vehicle to achieve more devolved decision-making that involves delivery through partnerships
- National agendas are putting pressure on council budgets, notably Gershon efficiency requirements, the threat of capping, and greatly increased charges for landfill.
- The new CPA framework which will be used to measure local authorities up to 2008, puts emphasise on partnership working, equalities and diversities, a focus on the customer, public needs, and value for money in using resources

What Matters to Local People
- Warwickshire residents judge the County Council in relation to all services delivered locally, and do not distinguish between County and District service provision.
- Value for money services
- When accessing services the majority of the public prefer to use the phone.

Locally
- Resource implications of New Ways of Working agenda
- The restructuring of the Council to deliver the new agenda is dependent on new strategies to optimise property, ICT and HR resources.
- We are addressing performance issues in relation to:
  - Sickness absence
  - Access to buildings
  - State of repair of school buildings

10.2 WCC Medium Term Priorities

The County Council's Medium Term Priorities for its Development and Resources arrangements are to:

Refocus the way we deliver services to our customers and effectively manage change	**Aspirations**		
	Warwickshire's aspirations are for our services to be designed around customers and their needs. Our aim is seamless service provision for the customer. New ways of working will include improving how services are delivered, with the public and partners, and reshaping the organisation to effectively deliver this change agenda.		
	To address this priority WCC will:		
	- Develop and implement a customer service and access strategy - Pursue proposals for one-stop shops and neighbourhood working - Develop the Customer Service Centre to maximise the number of public enquiries satisfied in one phone call		
	Key targets for WCC	**2006/7**	**2007/8**	**2008/9**
	% of phone calls meeting corporate response time standards (CHI)			

% staff satisfied overall with WCC as a place to work (CHI)	70	75	75
Other targets are • Customer Service and Access Strategy agreed by 31st October 2006 • 80% of public enquiries satisfied at first point of contact.			

	Aspirations			
Constantly improve the way we work and the public's perception of the Council	The Council has committed itself to a New Ways of Working programme which will improve its working as one Council; being customer focused and outward looking to improve services and community leadership in Warwickshire with our partners.			
	To address this priority WCC will:			
	• Maximise the potential of its workforce and its elected members • Focus on empowering staff within a robust framework of performance management • Improve signage, branding and the Council's media profile • Maintain high standards of governance			
	Key targets for WCC	**2006/7**	**2007/8**	**2008/9**
	% Residents satisfied with the way the County Council runs things (CHI)	58%	60%	62%
	CPA rating (CHI)	3 star	3 star	4 star
	Other targets are • 90% of all main public access points clearly branded and signed. • Cash equivalent of £3m worth of positive prominent coverage achieved in local press in 2006/7.			

	Aspirations
Provide effective community leadership and public engagement through partnership working	In Warwickshire the County Council role of providing the community leadership to take forward the LAA, has been acknowledged by partners. Key to this is the establishment of an effective partnership so that the resources of relevant agencies can be directed to meeting the needs of local people. In order to support this aspiration the County Council will develop the organisation towards a culture focused on the public and where working in partnership is seen as the key.
	To address this priority WCC will:
	• Develop and implement the Warwickshire Local Area Agreement by March 2007

	Aspirations			
	The County Council's aspirations are to achieve the best value from available resources, which will include our partners' resources, ensuring services that provide good value for money. The challenge will be to ensure that resources are managed to effectively support the move to new ways of working that will be key to delivering Gershon Efficiencies.			
	To address this priority WCC will:			
Maximise the value from information,	• Define a new medium term financial planning framework to reflect the allocation of three-year budgets by central government • Review the Corporate Property Strategy to fully reflect Access Strategy • Develop a capital receipts strategy • Develop a formal ICT strategy reflecting the strategic review of ICT			
	Key targets for WCC	**2006/7**	**2007/8**	**2008/9**

financial and physical resources	% Year-end budget variance from budget.	0 to –1%	0 to –1%	0 to –1%
	Other targets are • Revised medium term financial planning framework agreed by July 2006. • Revised Corporate Property Strategy agreed by March 2007 • Capital receipts strategy agreed by October 2006 • Formal ICT strategy agreed by December 2006			

10.3   Specific WCC Directorate Targets

To support all these priorities the Chief Executive, and all Strategic Directors will:

- Develop, negotiate and implement a local LAA agreement with Government by 1st April, 2007
- Identify and negotiate solutions for improved performance inside and outside the Council with the objective of securing 4 star status within the (current) CPA methodology.
- Identify and implement a medium term change programme which moves the organisation into an outward looking, customer-focused organisation by 2008-09

The Resources Directorate will:
- Produce an integrated property, IT and funding strategy to support the introduction of more flexible ways of working for staff by 31st December, 2006
- Review the corporate property strategy in the light of the emerging proposals on Customer Access and Neighbourhoods Services by 1st April, 2007

The Performance and development Directorate will;
- Pilot and roll-out an agreed One-Stop Shop and neighbourhood delivery programme by April 2008
- Improve performance management framework of the Council to help achievement of 4 star status by 2008
- Continue to strengthen the Council's relationship with the Voluntary and Community Sectors and with town and parish councils
- Strengthen the human resources and people development capacity of the Council by April 2007

AGENDA MANAGEMENT SHEET

Name of Committee	**Cabinet**
Date of Committee	**15 June 2006**
Report Title	**Adult and Community Learning Development Plan 2006/07**
Summary	All Local Authority Adult Education Services that are funded by the Learning and Skills Council are required annually to draw up Adult and Community Learning Development Plans for the period of their next contract with the LSC - in this instance for the period August 2006 to 2007. This plan builds on the work carried out through previous plans. The report was considered by the Adult & Community Services Overview & Scrutiny Committee at their meeting on 17 May 2006.

For further information please contact:	Ann Mawdsley Senior Committee Administrator Tel: 01926 418079 annmawdsley@warwickshire.gov.uk	Peter Sutton Head of the Adult and Community Learning Service Tel: 01926 738574 petersutton@warwickshire.gov.uk
Would the recommended decision be contrary to the Budget and Policy Framework?	No.	
Background papers	None	

CONSULTATION ALREADY UNDERTAKEN:-   Details to be specified

Other Committees	☒	Adult and Community Services O&S Committee
Local Member(s)	☒	
Other Elected Members	☒	Cllr Richard Dodd, Cllr Jose Compton
Cabinet Member	☒	Cllr Colin Hayfield, Adult and Community Services
Strategic Director	☒	Graeme Betts, Strategic Director for Adult, Health & Community Services
Legal	☒	Alison Hallworth, Senior Solicitor

Warwickshire
County Council

Finance	☒	Philip Lumley-Holmes
Other Chief Officers	☐	....
District Councils	☐	....
Health Authority	☐	....
Police	☐	....
Other Bodies/Individuals	☐	....

FINAL DECISION   NO

SUGGESTED NEXT STEPS: Details to be specified

Further consideration by this Committee	☐	....
To Council	☒	18 July 2006
To Cabinet	☐	....
To an O & S Committee	☐	....
To an Area Committee	☐	....
Further Consultation	☐	....

Warwickshire County Council

Cabinet - 15 June 2006.

Adult and Community Learning Development Plan 2006/07

Report of the Chair - Adult and Community Services O&S

Recommendation of the Adult and Community Services Overview and Scrutiny Committee

That the Cabinet recommend to full Council, the adoption of the Adult and Community Learning Development Plan 2006/07.

---

1.   Views of the Adult and Community Services Overview and Scrutiny Committee

The Adult and Community Services Overview and Scrutiny Committee considered the report of the Strategic Director for Adult Health and Community Services outlining the Adult and Community Learning Development Plan, which would run from 1 August 2006 to 31 July 2007. *[A copy of the Plan is attached for Cabinet Members only. The Plan can be viewed on the Committee Administration System and on the Warwickshire Web].*

Peter Sutton noted that the Plan had been developed in consultation with the LSC and that the Service was grateful for the help received from the LSC in trying to mitigate the changes brought about by the funding cut from the LSC. He noted the following points:

i.   The programme would have to be adjusted to accommodate the 9% loss in income in real terms from the LSC.
ii.   Warwickshire would be required to introduce fees for the first time, by 1 August 2006. This was driven by central Government policy that those learners who were able to, should contribute to the cost of their own learning.
iii.   There was a requirement to broaden the range and mix of the current provision, which concentrated on essential skills, ICT and family learning to disadvantaged communities. The range of provision would need to include adult "leisure and pleasure" courses previously provided by FE colleges.

Warwickshire
County Council

iv.   The Plan reflected the impetus to develop partnership working focussing on locality work.

v.   There were a range of implications for the shift to mainstream provision, including the impact on the market place, staff and the service as a whole.

vi.   The service had annual targets in terms of learner numbers and their contracts with the LSC would be threatened if these numbers were not sustained.

vii.   Disabled learners and learners in disadvantaged areas on benefits needed to be protected.

viii.   The service was anxious to support older learners and hoped to have a greater engagement with this group through the "leisure and pleasure" market.

ix.   The Plan provided a good basis as a policy that would be able to react to any future changes in grant.

Jas Dhillon and John Dwyer of the Learning & Skills Council gave a presentation outlining the LSC role in funding and planning of Adult Learning in Coventry and Warwickshire. The following points were highlighted:

a.   Government's prime obligation was 16-19 and learners achieving their first Level 2 with skills for life being a top priority.

b.   The LSC did not fund all learning provision but was involved with planning together with providers such as Local Authorities, 6th Form Colleges, FE Colleges and work based learning.

c.   7 Area Partnership Teams were being set up across Coventry and Warwickshire to allow for a closer and more specific focus within local areas for implementation across the whole LSC remit.

d.   Targets for fee income were expected to increase and providers needed to be working towards a strategy to target learners able to pay.

e.   The County Council needed to be represented on the newly formed Regional Group, which would hold quarterly meetings looking at implementation strategies and a common approach in the context of the West Midlands Regional Strategy.

f.   There were some exemptions to fee paying including 16-19, learners receiving benefits, basic skill learners and those studying for their first full Level 2 qualification.

g.   2006/07 would be considered a transition year with some flexibilities to assist providers move forward with the changes.

h.   The LSC would like to help facilitate discussions around offers of "Learning for Personal Development and Well Being" by the County Council and other organisations.

During the ensuing discussion the following points were made:

1.   Members agreed that the new system would be difficult to monitor and requested regular reporting to the Committee.

2.   There was a need to ensure that processes were not overly bureaucratic in order to sustain learner numbers through easy access, cost effectiveness and reasonable fees.

Warwickshire
County Council

3. The service needed to maximise every source of funding available from both outside sources and other areas of the County Council in order to alleviate the position.

The Committee agreed to recommend to the Cabinet the adoption of the Adult and Community Learning Development Plan 2006/07 and recorded their support of the proposed charging system.

2. Background

2.1 Since 1999, Local Authority Adult and Community Learning Services have been required to deliver their adult education provision against targets and priorities set out initially in a Lifelong Learning Plan, subsequently in an Adult and Community Learning Plan and, this year, in an Adult and Community Learning Development Plan that is written to a format prescribed by the local Learning and Skills Council.

2.2 Funding for adult education is awarded by the Local Learning and Skills Council (LLSC) on the basis of the plan. The attached plan, written to reflect the requirements set out by the LSC, builds on the work carried out against the previous plans. The strategies, priorities and targets are in line with Central Government priorities and targets and with those of the Coventry and Warwickshire LLSC Strategic Plan. The Plan is required to secure funding amounting to £1,776,000 from the LLSC, which is a reduction of some 9% in real terms compared to funding allocated for 2005/06.

2.3 Whilst the plan continues the general pattern of provision that the service has delivered since its inception it features two important changes from previous years. Firstly, it responds to the requirement of the LSC to deliver core provision under two new headings – 'First Steps Learning' and 'Personal and Community Development Learning' (PCDL) – in the ratio of one third First Steps to two thirds PCDL. The latter category comprises essentially learning for leisure and pleasure and LLSC expects the service to increase the range and depth of this provision to deliver courses in a wider range of curriculum areas than hitherto, and across all areas of the county rather than focussing on disadvantaged communities.

2.4 Secondly, the LLSC wishes the service to implement a system of charging fees to learners as part of a national policy of requiring those learners who can to contribute to the cost of their own learning to do so. A commitment to doing so is made in the plan itself and a proposal for such a system is submitted with this report - attached for Cabinet Members.

CLLR FRANK MCCARNEY
Chair - Adult and Community
Services O&S

Shire Hall, Warwick
26 May 2006

Warwickshire
County Council

Warwickshire County Council

Adult and Community Learning Service

WARWICKSHIRE ADULT AND COMMUNITY LEARNING SERVICE DEVELOPMENT PLAN

2006/7

INDEX

Warwickshire County Council
Adult and Community Learning Service

WARWICKSHIRE ADULT AND COMMUNITY LEARNING SERVICE DEVELOPMENT PLAN

2006/7

1. Introduction

1. Following the splitting of the pre-existing Community Education Service into two parts, the Adult and Community Learning Service became a freestanding service located within the Education Department of Warwickshire County Council on March 1st 2005.

2. The service has since been restructured in response to both recommendations in the report of the Adult Learning Inspectorate following a successful external inspection in 2004 and internal reviews undertaken by the County Council. This process was completed in February 2006 when a new post holder took up the final one of a series of senior posts that had become vacant during this process.

3. The service is about to take a different place, from April 1st 2006, within the Warwickshire County Council structure following a process of modernisation that has seen 9 departments restructured into 6 directorates. The service will no longer reside within the (former) Education Department but will move into the new Adult, Health and Community Services Directorate alongside Libraries, Heritage and Adult Social Services. This will enhance the ability of the service to develop new partnerships and engage new groups of learners in line with LSC priorities.

4. Furthermore, the remit of the service will change over the course of this plan to enable a broader range and mix of provision to be delivered compared to previous years. It will develop a range of programmes to accommodate the redefinition of provision into either First Steps or Personal and Community Development (PCDL) learning. It will deliver programmes directly, but also work with other providers – particularly colleges of further education – to meet local need.

5. The strategic priorities of the service are to deliver learning which encourages opportunities for personal and community development and the participation of all members of the community in a process of lifelong learning. This puts into practice the County Council mission statement for lifelong learning which is:

'Warwickshire County Council believes that lifelong learning enables local people to play active and positive roles within their families and local communities as well as contributing to the cultural side of life and the economic well-being of the County'.

Summary of provision

6. The Adult and Community Learning Service secures provision through: outreach and community development work; direct delivery of Essential Skills, Family Learning and Information and Computer Technology programmes which includes both first rung activity and some accredited courses; and by awarding monies to groups and organisations from statutory, voluntary and community sectors to secure adult learning in accordance with the service's plans and procedures.

7. The service will:

- identify and target non-learners, in order to signpost them to relevant provision or to support by determining their learning needs through the work of Adult and Community Learning Development Workers;

- deliver learning opportunities focused on Essential Skills, Information and Communication Technology, Family Learning, Literacy and Numeracy and other skills development targeted to the service's priority groups in community locations to further the process of developing learning communities and widening participation. The service recognises the importance of using Family Learning and ICT provision as a means of progressing learners into Essential Skills learning. Furthermore, the service will offer a broader range and mix of provision by addressing the needs of learners in a wider range of curriculum areas than previously and in a wider range of geographical locations.

- award grants to voluntary, community and statutory providers to deliver learning to learners from priority groups and areas.

8. Learning opportunities are currently delivered by five area teams based in the five district and borough council areas that make up the county of Warwickshire.

Warwickshire
County Council

2. Strategic Commentary

1. The provision to be delivered meets needs and policies for learning and skills as set out at the Annual Planning Review Meetings and in the Strategic Area reviews carried out by the LLSC, in the current LSC Annual Plan and as expressed in national LSC statements of priorities. Plans also draw on the service's Self-Assessment Report and take into account the implications of County Council modernisation and the alignment of the service within its new strategic directorate.

2. The key priorities that the service has for 2006/7, when core funding (including NLDC funding) for the service has been reduced by some 9% in real terms and Family Learning funding has not been increased in line with inflation, are to sustain as much 'traditional' provision as possible whilst delivering a wider range and mix of provision in response to LSC requirements. The introduction of a system of charging fees to learners will be a further major priority that sits alongside the other two.

3. The 'traditional' work of the service has been to focus on delivering learning opportunities in disadvantaged communities and across a relatively narrow range of curriculum areas, notably Essential Skills (literacy, numeracy and ESOL), Family Learning and ICT. It has also worked with, and funded, voluntary and community organisations to deliver learning programmes on its behalf.

4. The split of the core funded work of the service into two parts, First Steps learning and Personal and Community Development Learning (PCDL), as required by LSC, will have a major impact on the work that the service is able to undertake, not least because of the required split of one third First Steps and two thirds PCDL. The LSC requirement that courses and programmes will have to be identified as falling into one or other of the two categories, according to provider intention, will act as a constraint because, in the past, learners with different motivations have been able to attend the same programmes.

5. For instance, learners who are motivated by the desire to acquire skills which will ultimately help them to secure employment or move into further, more advanced learning (First Steps) will no longer be able to sit in the same class as those wanting to learn for pleasure (PCDL). This will have a particular impact on ICT programmes that have, in the past, been able to cater for both types of learner simultaneously.

6. The other change that will have a significant effect on the programme to be offered is the requirement, set out in the Provider Strategic Briefing, to deliver 'a balanced range of provision and learners'. For a service that has been accustomed to working primarily in disadvantaged communities and across a narrow curriculum range, this will mean developing new provision in terms of subjects, locations and client groups and will place considerable demands on staff, individually, and on staffing arrangements.

Meeting LSC needs and priorities

7. The service will meet the needs and priorities of the LSC in the following ways, by:

- Widening participation
- Broadening the range and mix of provision
- Implementing First Steps and PCDL provision
- Developing Information Advice and Guidance services
- Introducing fee charging
- Driving up skills in relation to literacy and numeracy
- Maintaining high quality Family Learning provision

8. We will continue to widen participation by engaging with non-traditional learners in less well-off communities through local development work and delivery of programmes. We will continue to offer a range of Essential Skills, ICT and Family Learning programmes as our core offer, but will supplement this with an increasing range of subject areas as we develop more Personal and Community Development Learning (PCDL) programmes across the wider community.

9. The service has, for the first time, been allocated Neighbourhood Learning in Deprived Communities (NLDC) funding and this will be targeted at the most disadvantaged communities in which we work. It will be used particularly to offset the consequences of moving funding to enable the broadening of the service's range and mix of provision and will enable both First Steps and PCDL learners to have access to as wide a range of programmes as possible.

10. The consequence of broadening the range and mix of our programme to meet the expectations of LSC is, in an era of reducing total funding, likely to bring about a reduction in the volume of work delivered in disadvantaged areas, particularly if the introduction of a fee charging system leads to a reduction in the number of learners (see section below on 'risks and issues').

11. We will broaden the range and mix of provision to meet the demand for PCDL opportunities - largely for 'leisure and pleasure' courses which are currently offered almost entirely through the provision made by further education colleges. We recognise the need to do so in the light of college funding priorities, which are reducing the amount of funding that they have for PCDL programmes, and are in detailed discussion with all three Warwickshire colleges about how we can work together to make the best possible provision across the county.

12. One consequence of this will be the need to reduce the volume of our work in other areas and this is likely to be in the level of ICT programmes the service delivers and in the amount of sub-contracted work to voluntary and community organisations.

13. Furthermore, we note the recently published FE white paper 'Further Education: Raising Skills, Improving Life Chances' where it states "As general FE colleges focus on the core economic provision, local authority and voluntary providers may focus on wider personal and community programmes............", and will plan for the medium to long term with this expectation in mind.

14. We will implement both First Steps programmes in which progression and/or qualifications are the primary aim and distinguish them from PCDL programmes where learning is non-accredited and there is no expectation of progression. First

Steps provision will include the Essential Skills programmes delivered by the service and programmes for adults with learning difficulties and disabilities.

15. We intend to broaden the range of work that we offer as a consequence of the county council's recent restructuring which places the service in the same organisational grouping as the Library Service and Adult Social Services. This will provide enhanced opportunities for the service to deliver new programmes aimed at the client groups that these other services cater for and to use facilities and resources more effectively.

16. The service will continue to develop its ability to provide IAG and, in particular, will complete the process of gaining Matrix status for all five of its area teams. Rugby has already obtained this award and Warwick has its formal assessment at the beginning of May. We intend to have achieved the standard in all five areas by the end of the calendar year and will then seek the funding available to provide advice and guidance in a more structured fashion.

17. The service will introduce a fee charging system from the beginning of the new contract year in August in order to implement the requirement that those learners who are able to do so meet a proportion of the cost of their own learning. We will attempt to establish a system and level of fees which generates a significant amount of income for the service, which removes the need to pay for those learners who are least able to do so and which does not have the effect of discouraging a large number of learners from studying.

18. Proposals are currently being prepared to go before the County Council to obtain approval from members and will be shared with the LSC at the earliest possible opportunity.

19. Driving up literacy and numeracy skills has been a role that the service has performed throughout its existence and this will be an important part of our work in the year to come. We have well-established provision that caters for the needs of both pre-entry level learners and for those capable of achieving success at National Test levels and we will continue to offer this Essential Skills (ES) provision at a similar level to the current one. In doing so we will be addressing both national and local priorities and will continue to develop two particular areas of ES work.

20. The first of these is to continue the development of provision for public service workers, which is already being delivered to Teaching Assistants and Attendance Coordinators, and to attempt to engage more manual workers across the sector. The second is to participate fully in the consortium of Warwickshire FE colleges and the ACL Service that has been set up to coordinate the delivery of Probation Service work in the community.

21. This latter work is an expanding area in terms of its funding and will give the service the opportunity to build on our experience of piloting successful new programmes over the course of the last twelve months.

22. Family Learning (FL) will continue to be a major part of the work of the service within the ring-fenced funding that has been allocated for the year. We will continue the existing broad pattern of provision within wider Family Learning and Family Learning, Literacy and Numeracy programmes and seek to enhance the extent to which learners progress into mainstream ES provision.

23. As part of the process of continuous quality improvement for this area of work we have commissioned an external consultant to carry out a review of the effectiveness of the provision and its impact on learners' lives. This will be completed before the end of the calendar year and will inform the development of the work in the medium and long term.

Effectiveness in enabling all learners to achieve

24. The service acknowledges the expectations set out in the Agenda for Change that all providers will seek to raise quality and efficiency year on year and that specific measures need to be put into place to enable this to happen. A number of actions to enable the service to do so were identified in its Self-Assessment Report that was produced in December of 2005. The major ones were to:

- Carry out greater analysis and use of data for planning and target setting

- Continue development of QA documentation

- Develop a system of peer observation for delivery staff to exchange good practice

- Implement a system of continuous observations of teaching and learning

- Carry out a staff and curriculum development programme following 06/7 funding changes

- Measure successful programme completion through achievement of learning goals

- Develop the quality of Essential Skills and ICT provision through improved curriculum coordination

- Ensure the quality improvement loop is closed by systematic monitoring, evaluation and action planning

- Further develop progression routes and partnerships

25. Since then, through the support of the Learning and Skills Development Agency (LSDA), and the LSC itself, the service has begun a process of developing its self-assessment reporting, with the support of an external consultant funded by the LSDA. This is expected to lead to improvements both in the self-assessment process itself and in the underlying mechanisms that enable self-assessment to take place.

26. The ultimate consequence of implementing these measures is to raise the quality level of the service offered to learners and to thereby make it more effective in enabling learners to achieve. However, there is an ongoing process of quality improvement that occurs through the work of the service's Curriculum Coordinators who support delivery staff and managers in the work that they do. Following the reorganisation of the service over the last twelve months and the appointment of two new coordinators with the most recent arriving in February, the service is now well-equipped for a phase of curriculum and staff development which will enhance the ability of learners to achieve their objectives.

Efficiency in the use of resources to achieve agreed plans

27. The reduction in core grant to the service that has occurred as a consequence of national reductions in funding and how it is distributed will have an inevitable impact on the volume of work that the service can deliver. In particular, this will mean a reduction in the amount of part-time delivery work that the service can afford – the alternative being to reduce the numbers of full-time staff, which would be very expensive in the short term, and a reduction in the amount of work carried out by community and voluntary organisations funded by the service.

28. These reductions will be targeted on that provision which is the least efficient in terms of learner numbers related to cost, whilst we attempt to preserve a broad and balanced programme for all of our client groups. At the same time, we will try to set fee levels that are 'efficient' in a purely economic sense in that they generate the highest level of income possible consistent with minimising damage to user numbers and thereby the fabric of the service.

29. In particular, working in partnership with FE colleges, we will seek to maintain as much PCDL provision across the county as possible and with the greatest efficiency in the use of resources by targeting the offer of programmes to where numbers are highest and demand is at its greatest.

30. We will adopt 'internal' methods for raising levels of cost-effectiveness in a number of ways, particularly by encouraging the formation of larger groups of learners and by raising staff productivity levels. We are currently formalising staff roles and responsibilities in ways that will lead to higher levels of individual output and engagement with learners, which we hope will offset some of the consequences of reducing funding levels.

31. The service has developed its own system of financial management over the last twelve months to supplement that which is provided by central county council support and this is now helping us to become more and more effective in our control over and use of resources.

Warwickshire
County Council

Risks and issues and their management

32. The main risks and issues faced by the service are:

- The possible negative consequences of introducing programme fees

- Fragmentation due to the introduction of FS/PCDL structure

- Expansion into unfamiliar areas of work

- The challenges of working in effective partnerships with colleges of FE

- Spreading the effort of the service too thinly

33. It is crucially important that the scope and level of the fee charging system that will be introduced does not damage the ability of the service to attract learners and meet its anticipated level of activity. Experience elsewhere by other services and institutions indicates that the consequences of doing so are unpredictable and that it may have the consequence of reducing learner numbers significantly – or, at the other extreme, leaving them virtually untouched. It will also impose a new, and costly, administrative burden on the service.

34. However, given that the focus of the work of the service has always been in disadvantaged communities where learners are least able to pay, and that it is likely to more problematic to introduce fees in the first place than raise their percentage levels, we will propose to implement a system which is conservative in the first instance and offers as many fee remission categories as possible. We will support this by careful communication to learners about the justification for introducing fees and the value of the service, notwithstanding the requirement to pay a contribution towards its cost.

35. Dividing the core funded work of the service into PCDL or First Steps programmes, according to provider intention, creates a risk of fragmentation. Because current courses are likely to include learners who are differently motivated one from another and who may in future fall into either of the new categories, we will need to put on two separate programmes where one sufficed previously. This would be particularly the case for our ICT provision where 'leisure' learners share introductory courses with those starting on the road to qualifications.

36. This will lead to smaller class sizes that are inefficient and uneconomic unless we can deal with the issue by rescheduling programmes and possibly by promotional methods which will help increase the total flow of learners.

37. Moving into unfamiliar areas of work as a consequence of broadening the range and mix of provision will place extra demands on the service that will have to be effectively managed. There are parts of the county where the service has no tradition of working, due to its present focus on disadvantaged communities, and it will take time and effort to build up local networks of facilities and resources for delivery, for promotion and for contact with community groups.

38. Similarly, working in new programme areas will mean recruiting and training new staff and developing appropriate curriculum coordination services and quality improvement processes. This work will fall mainly upon service managers in the five areas who will already have a set of new challenges to address because of the

contract changes so there will need to be careful priority setting for the next twelve months, and central coordination, if we are to avoid this having any impact on the service's ability to perform its central function of delivering effective learning.

39. Relationships with the Warwickshire FE colleges have been variable in the past not least because the funding and contracts system of the LSC has placed colleges and ACL in competition for learners, and because expectations about the respective roles of the colleges and us have not been totally clear. However, the impact of the new funding regime has been to help bring the two of us together as colleges see themselves as unlikely to be able to run PCDL programmes unless they are at full cost recovery fee levels. This will push up learner fees to a level that is likely to cause many courses to be closed.

40. Colleges are therefore currently willing to work with us to enable us to take over some of this provision, which in return will enable us to broaden our curriculum offer and keep programmes in existence for local people that would otherwise disappear. Thus, at least some of their infrastructure is maintained for a time when the funding regime changes again and new arrangements can be worked out.

41. Closer working relationships will encourage referral of learners between colleges and ourselves and will enable progression for learners, particularly from our community-based programmes into mainstream college provision, and so everybody benefits. Making this relationship work and develop will be crucial, therefore, for the success of the service because if it doesn't occur the service will find it very much more difficult to implement a proper range of PCDL learning. To prevent this we will make the cementing of these relationships are primary objective for area managers and central staff who work with the colleges.

42. Finally, the changing nature of the service's operation and the potential for working with new and expanding groups of learners could lead to a failure to achieve simply by trying to chase too many targets simultaneously, particularly as funding is reduced from previous years. We will therefore need to prioritise carefully the work that we undertake and not attempt to achieve too much too soon in the areas of new work but bring about a transition beyond just the course of the next twelve months.

3. Improvement Indicators

1. A number of improvement needs and associated indicators have already been identified in the self-assessment process but there are several further ones that the service will address during the coming year, implied by this plan, as follows.

Fees collection system

2. We will introduce a scheme of fees, and the appropriate systems to administer them, with an initial target of achieving 5% of core funding from fees in the first twelve months of operation, from August 2006.

Recording progression

3. We will develop a system for recording and tracking learner progression across programmes, particularly into Essential Skills study, and for tracking the progress of First Steps learners in order to help meet the 'NIACE 10 steps' criteria for evidencing that the provision is an effective route for progression.

Self-assessment process

4. We will improve the service's self-assessment process, using LSDA/QIA consultancy opportunities, to ensure a robust process built up from assessment at local level in time for the next self-assessment at the end of the calendar year.

Increasing the breadth and mix of the service's offer across communities

5. We will develop new programmes, particularly within PCDL provision, and in a range of new venues, so that at least 10% of programmes delivered over the new contract year are of distinctively different types and/or in distinctively new locations.

Gaining benefit from county council reorganisation

6. The new alignment of the service within a strategic directorate for Adult, Health and Community Services will create opportunities for the development of new work around the needs of older people, by offering opportunities to library users and through the Culture and Heritage services. We will attempt to introduce four new programmes, in each of the five areas of the service, that take up these new opportunities.

Warwickshire
County Council

ACL Provider Planning Assumptions

	2004/05	2005/06	2006/07	2007/08	2008/09
	Learners	Learners	Learners	Learners	Learners
Young People (16-18)	Volumes	Volumes	Volumes	Volumes	Volumes
Total Learners	157	190	190		
Adults (19 and over)	Volumes	Volumes	Volumes	Volumes	Volumes
PCDL - Personal and Community Development Learning	2261	2700	2414		
First Steps	1131	1360	1207		
Wider family learning **and** Family literacy language and numeracy	1001	1062	1062		
Neighbourhood Learning in deprived communities	0	0	289		
16-18 and 19+ Totals	4550	5312	5162		

NB Subject to review when the impact of fee charging can be assessed

Warwickshire
County Council

Warwickshire County Council

Adult and Community Learning Service

Charging fees to learners

The implementation of a policy for charging fees to learners from August 2006 is a requirement for securing our funding from the Coventry and Warwickshire Learning and Skills Council (LSC).

The service has no tradition of charging fees to learners and all learning has previously been free at the point of delivery. No charges have been made to learners in the past for incidental costs such as materials or assessment costs on accredited programmes.

Any policy has to take account of four factors. These are:

- the requirement of the national and local LSC that we charge fees

- the need to keep fees as low as possible to prevent the loss of a large number of enrolments, particularly in the deprived communities where the service concentrates its efforts, and to protect those whose means are limited and for whom fees would be a significant burden

 - the need to have some consistency with fees charged historically by further education colleges with whom we are developing partnerships

- the need to generate enough fee income to not only cover collection costs but to help meet the reductions in grant that the LLSC are implementing nationally.

We therefore propose a charging system based on the following set of proposals and system of remission.

Proposed charging system

The categories for charging, proposed in the table that follows, would mean that about 55% of all enrolments would be chargeable in future. The main requirement to pay would fall on learners who are learning for personal development – generally leisure and pleasure – rather than on those who are seeking to acquire skills to get work, or to go on to further learning after their initial engagement with the service.

The learning of these latter groups would be protected, as would the learning of people with learning difficulties or disabilities and those with mental health issues. These groups are amongst those with the greatest need and are the most likely to give up learning due to increasing cost.

The learners we engage with through wider family learning programmes based in schools in the less well-off parts of the county, using ring-fenced funding, will be protected from paying fees as a result of DfES restrictions on charging. Essential Skills (literacy, language and numeracy) learners will be similarly treated, again because of DfES policy.

Category	Area of learning	Provision type	Proposal
First Steps Learning NB. One third of core funded learning must fall within this category	First Steps	Learning offered as an initial entry point into learning from which learners are actively encouraged and supported to progress	No fees but learners pay accreditation and materials costs if applicable
	Skills for Life	Literacy, Numeracy and English for Speakers of other Languages	No fees (Fees cannot be charged to these learners as a matter of DfES policy)
	Skills for Work	Provision which may lead to qualifications and will help learners obtain voluntary or paid work	No fees but learners pay accreditation and materials costs if applicable
	Skills for Independent Living	For adults with learning difficulties or disabilities, or recovering from mental health problems	No fees but learners pay accreditation and materials costs if applicable
Personal and Community Development Learning (PCDL) NB. Two thirds of core funded learning must fall within this category	Learning for Personal Development and Wellbeing	The whole range of non-assessed adult 'leisure and pleasure' programmes	Fees to be paid and assessment and materials costs if applicable
	Learning for Active Citizenship and Community Development	Community based learning to build skills, knowledge and understanding for community participation and involvement	Fees to be paid and assessment and materials costs if applicable
Family Learning NB. Ring-fenced funding is allocated to	Family Literacy, Language and Numeracy (FLLN)	Literacy, Numeracy and English for Speakers of other Languages	No fees (Fees cannot be charged to these learners as a matter of DfES policy)

	Wider Family Learning	Programmes to engage children and their family members across a wide range of topics in order to widen participation and lead on to FLLN programmes	No fees (Fees cannot be charged to these learners as a matter of DfES policy)

Fee level and remission

We propose that a standard fee of £3.00 per course hour be implemented on all PCDL programmes directly delivered by the service. For a typical 10 week two hour programme such as 'Computers for the Terrified' the charge to the learner would be £60.00 where previously there was no charge

We also propose that costs of accreditation (exam registration and entry etc.) and materials are met by learners on all programmes where they exist, unless the learner falls into one of the remission categories below, except Skills for Life courses - Essential Skills and Family Literacy, Language and Numeracy and also Wider Family Learning where charging is not permitted.

Where the service operates in partnership with further education colleges to support courses and programmes which colleges are no longer able to run under the new funding arrangements, we propose that learner fees are set at the college's pre-existing rate which has come to be accepted by their learners over a period of time. These currently vary between £1.46 and £7.80 per course hour, depending on the subject and location.

Where we deliver learning programmes for other organisations, either to their employees or clients, we propose to negotiate fees to be paid by the organisation in line with market forces that apply.

Where we fund voluntary and community organisations to deliver learning programmes on our behalf, we will agree fee levels consistent with the proposals in the table above for charging our own learners.

We propose that 50% fees are remitted for learners who live in the most deprived areas of Warwickshire as determined by the 2004 Index of Multiple Deprivation. There are 37 'Super Output Areas' (sub-divisions of district and borough council wards) that fall into the top 30% of most deprived SOA's in England, including 26 in Nuneaton and Bedworth, 4 in Rugby, 2 in North Warwickshire and 5 in Warwick District. We will remit 50% of fees for learners who live in these areas (see the following web page for details of the areas)

http://www.warwickshire.gov.uk/Web/corporate/pages.nsf/Links/43B3A7B936D264F880256BB900332857/$file/Super+Output+Area+Level+Results.pdf

We also propose that fees and other costs are remitted as in the table that follows, according to the status of the individual. This is designed to protect learners on means tested benefits, who are least able to meet the costs of their own learning, and afford a measure of relief to older learners who are an important client group for the service.

Category	Fee level
Income Support	No fee
Job Seekers Allowance	No fee
Working Families Tax Credit	No fee
Pension Credit	No fee
Housing/Council Tax Benefits	No fee
Unwaged dependents of any of the above	No fee
Incapacity benefit	No fee
People over 60 years of age	50% fee

AGENDA MANAGEMENT SHEET

Name of Committee	**Cabinet**
Date of Committee	**15 June 2006**
Report Title	**Developing Telecare in Warwickshire**

Summary	Warwickshire is in receipt of the Preventative Technology Grant of £771,000 over 2 years (2006-2008) from the Department of Health to stimulate the development of telecare services. The development of telecare will be most effectively undertaken in partnership with the District/Borough Councils and PCTs and other key stakeholders.
	In order to make speedy progress, it is proposed that subject to appropriate safeguards Warwickshire enters into a partner agreement with the Northern Housing Consortium, who provide a consultancy service and access to a procurement service for the purchase of telecare equipment.

For further information please contact:	Jon Whiting Service Manager Older People's Services Tel: 02476 746427 jonwhiting@warwickshire.gov.uk
Would the recommendation decision be contrary to the Budget and Policy Framework? [please identify relevant plan/budget provision]	No
Background papers	Simply Telecare – service overview (Northern Housing Consortium) – Appendix 1
	Building Telecare (DoH July 2005); LAC (2006)5 Preventative Technology Grant 2006/7 2007/8; available from Jon Whiting, Service Manager Older People's Services, telephone 02476 746427, e-mail: jonwhiting@warwickshire.gov.uk.

CONSULTATION ALREADY UNDERTAKEN:-   Details to be specified

Other Committees   ☐   ....

Local Member(s)   ☐   …………………………………

Other Elected Members	☐	....
Lead Cabinet Member	☒	Cllr Colin Hayfield, Adult and Community Services Portfolio Holder – comments included
Cabinet Member	☐	....
Chief Executive	☐	....
Legal	☒	Paul Fairweather, Property, Project & Contracts Team Alison Hallworth, Adult & Community Team Leader
Finance	☒	Philip Lumley Holmes, Financial Services Manager
Other Chief Officers	☐	....
District Councils	☐	....
Health Authority	☐	....
Police	☐	....
Other Bodies/Individuals	☐	....

FINAL DECISION   No

SUGGESTED NEXT STEPS: Details to be specified

Further consideration by this Committee	☒	....
To Council	☐	....
To Cabinet	☐	………………………………..
To an O & S Committee	☒	....
To an Area Committee	☐	....
Further Consultation	☐	....

Warwickshire County Council

Agenda No

Cabinet - 15 June 2006

Developing Telecare in Warwickshire

Report of the Strategic Director of Adult, Health & Community Services

---

Recommendation

1. That Cabinet approves and authorises WCC to procure telecare equipment through the arrangements put in place by the Northern Housing Consortium ("NHC"), which procurement will be funded by a Preventative Technology Grant.

2. That Cabinet approves and authorises WCC to negotiate and enter into:

    (a) A partnership agreement with NHC;

    (b) A supply agreement/s with the framework contractor/s appointed by NHC pursuant to the EU procurement undertaken by NHC; and

    (c) Partnership arrangements with district and borough councils and other community alarm providers (and potentially also PCTs) in Warwickshire,

    In each case, on terms and conditions acceptable to the Strategic Director of Performance and Development, the Strategic Director of Resources and the Strategic Director of Adult, Health and Community Services.

3. A further report detailing the implementation plans for telecare be presented to Overview and Scrutiny Committee and to Cabinet within six months.

---

1. **Background**

    In 2001, The Department of Health produced a health and local authority circular (HSC 2001/008: LAC (2001)13) on integrating community equipment services. Reference was made to the emerging electronic assistive technology originally based on extensions to community alarm services (eg smoke and flood detectors, falls monitors etc). Much of the initial innovative work on telecare was carried out in housing environments.

Warwickshire
County Council

Since publication of the 2001 circular there has been growing interest in the provision of remote technology to support housing, community safety and health options as well as supporting domiciliary care packages. With the development of intermediate care, long term condition management and alternatives to acute hospital admission the technology has moved further.

In February 2004, the Audit Commission published a series of five reports on the 'Ageing Society' entitled *'Older People: Independence and Well-being: The challenge for public services'* which examines the ways in which public services support the independence and well-being of older or disabled people.

In Spring 2005, the Government published the Green Paper on social care *'Independence, Well-being and Choice'* which included specific references to telecare as part of a preventative approach.

In July 2005, the Department of Health published *'Building Telecare in England'* which provided guidance on developing telecare services and sets out the purpose of the Preventative Technology Grant.

The White Paper *'Our Health, Our Care, Our Say'* (2006) highlights the contribution telecare can make in helping people retain their independence and improve their quality of life.

2. What is Telecare?

'Building Telecare in England' (Department of Health, July 2005) provides a summary of telecare.

What is telecare?

Telecare is as much about the philosophy of dignity and independence as it is about equipment and services. Equipment is provided to support the individual in their home and tailored to meet their needs. It can be as simple as the basic community alarm service, able to respond in an emergency and provide regular contact by telephone. It can include detectors or monitors such as motion or falls and fire and gas that trigger a warning to a response centre.

As well as responding to an immediate need, telecare can work in a preventative mode, with services programmed to monitor an individual's health or well-being. Often known as lifestyle monitoring, this can provide early warning of deterioration, prompting a response from family or professionals. The same technology can be used to provide safety and security through bogus caller and burglar alarms.

Another form of telecare often known as telemedicine is designed to complement health care. It works by monitoring vital signs, such as blood pressure, and transmitting the data to a response centre or clinician's computer, where it is monitored against parameters set by the individual's clinician. Evidence that vital signs are outside of 'normal' parameters triggers a response. To be successful telemedicine needs to be part of the local health and social care pathway for managing long term conditions.

All the examples outlined above can be used on their own or in combination in order to best meet the needs of the individual and get the best fit with local services, including those provided by family and friends. All telecare packages need to balance technology with other forms of care and support and be reviewed in the same way as all other packages of health and social care.

"Building Telecare in England" – Department of Health (July 2005)

An example of the potential of Telecare

One project in Northamptonshire aims to support the independence of people with dementia by using technology to compensate for disabilities arising from dementia. Referrals to the project worker are made by social or health care professionals. A full assessment to identify how the technology can be tailored to meet specific needs then follows. The project worker also has responsibility for obtaining and arranging for the installation of this technology, and liaising with the local control centre who co-ordinate any social response.

Risk management of the service user and their circumstances is a major feature of the project, for example, the technology can detect the presence of gas and isolate the supply to a cooker or fire that may have been left on unlit, and an alert can be raised.

Key findings have been that people without telecare were four times more likely to leave the community for hospital or residential care over the 21-month evaluation period. The equivalent cost saving to the public purse was £1.5 million over the 21 months.

(From *'Building Telecare in England'* (July 2005). Case Study 3 (provided by Northamptonshire)

3.   The Preventative Technology Grant 2006-2008

In order to promote the development of telecare, the Government has made available the Preventative Technology grant for the financial years 2006/7 and 2007/8. It is primarily aimed at supporting older people, but can also be used for the benefit of people of all ages.

An important aim of the Preventative Technology Grant is to initiate a transformation in the design and delivery of health and social care services. This includes prevention strategies to enhance and maintain the well being, self-esteem, independence and autonomy of individuals by using telecare to support them to live safely and securely at home. As such telecare can be an important element of the low level prevention and well-being services which are currently being developed, as well as contributing to the support to people with greater needs to prevent their admission to hospital or residential care.

The Preventative Technology Grant is being channelled through local Councils with Social Services Responsibilities (CSSRs) and is not ring-fenced. The total amount for England in 2006-7 is £30m and in 2007-8 is £50m. Warwickshire's allocation for 2006/7 is £287,000 and for 2007/8 is £484,000. It is expected that CSSRs will work closely with partners in housing, health, the independent sector and with Supporting People services. The key to such partnership working will be in acknowledging and understanding the priorities for service design and how this will link with local prevention strategies.

Warwickshire
County Council

4. Progress to Date in Implementing Telecare

In December 2005 a conference was held in Warwickshire, which was well supported by users and carers, District and Borough Councils, Housing Associations, Voluntary Organisations, the PCTs and the County Council. The conference provided information about telecare and its potential and there was a consensus and enthusiasm from those attending to take forward telecare in partnership. This conference was followed up by a workshop in February 2006, facilitated by Care Services Improvement Partnership (CSIP), which confirmed a willingness to work in partnership, and in particular to explore the potential to build on the existing infrastructure offered by the current community alarm service providers.

A Project Board has since been established. This will determine the commissioning approach to be taken and will drive forward the project and oversee implementation. The board is supported by an advisory group made up principally of provider organisations.

Prince2 methodology is being used for the management of the project.

5. Telecare Development Issues

There are a number of organisations in Warwickshire already providing services that might be viewed as telecare in its most basic form (e.g. alarm schemes run by the districts and Registered Social Landlords (RSLs), and which might provide a foundation for some of our telecare initiatives. However, in the way it is being envisaged by the government, and in terms of the technological possibilities, telecare is essentially a new development in Warwickshire. We do not currently have the expertise or experience within the county council or in our partner agencies to make the quick progress needed to take advantage of the Preventative Technology Grant.

6. Proposal

The project officer and chair of the project board have looked at options for ensuring capacity and expertise for progressing the development of telecare.

Three main options exist:
- Using consultants
- Appointment of a project manager
- Using the services of the Simply Telecare division of the Northern Housing Consortium (NHC)

The first of these three options will mean engaging consultants at commercial rates and will therefore be relatively expensive. The second will give dedicated time to developing telecare but we are unlikely to appoint before the autumn and there is no guarantee that we will appoint successfully; there is a shortage of people with the relevant knowledge and expertise as this is a new and developing area. However we may wish to consider this option at a later date.

Warwickshire County Council

The third option is to become a member organisation of the Northern Housing Consortium (NHC) which has a dedicated telecare division called 'Simply Telecare'. This is the option that is recommended.

7.   The NHC

The NHC is a Not for Profit Company, Limited by Guarantee and owned by its member organisations; the majority of the 135 member organisations are LAs, registered social landlords (Housing Associations), LVSTs (Large Scale Voluntary Transfers) and ALMOs (Arms Length Management Organisations). It is unique in its membership structure and in the advantages it offers thorough membership. Its prime objective is to provide support to its members through a range of support services, one of these being 'Simply Telecare'.

Although primarily a housing focused organisation they have expanded their activities to encompass telecare and are unique in what they offer. Affiliate membership allows access to the following telecare related benefits and services:

- Consultancy services to:
    - Help develop a telecare strategy
    - Work on an implementation plan
    - Work with provider organisations (District & Borough Councils, RSLs, etc.) to flowchart their telecare operations and processes
    - Assist in developing client assessment criteria and pro-formas
    - Develop response centre protocols
    - Assistance with staff training

- Procurement through a purchasing consortium arrangement which is tailored to comply with member organisations' own contracting and procurement requirements

Further information on the NHC and 'Simply Telecare' is given in appendix 1.

The Advantages of Working with the NHC

- It is a low risk option which provides a range of advantages.
- The tailored consultancy service is provided free of charge to NHC members.
- The partnership with NHC offers us access to the expertise they have developed in their work with other local authorities that have successfully implemented telecare.
- They will be able to assist us with solutions on a range of issues from strategic planning to detailed implementation issues such as staff training, response protocols, monitoring and evaluation arrangements, etc, ensuring we will not have to 'reinvent the wheel' in these areas.
- They can provide sufficient input to get us started (although we will need to consider appointing someone to manage the programme once it is established).
- The partnership represents excellent value for money as affiliate membership is just £650 pa.

Warwickshire
County Council

- Rather than WCC undertaking its own EU procurement exercise to procure the telecare equipment, NHC have already undertaken this EU procurement exercise on behalf of its members and have a list of approved suppliers (framework contractors). The agreement we would have with HNC would be customised to ensure compliance with our own procurement processes and financial standing orders.

The NHC telecare lead officer has attended 2 Telecare Board meetings and has explained the NHC's role and the contribution they can make. The Board has been happy to support this approach.

8. The Agreement with NHC

The main agreement with NHC will be through a Partnering Agreement. This would give us access to the procurement of telecare equipment at advantageous prices using the NHC purchasing power in much the same as much of the county council's supplies and equipment is procured through the Eastern Shires Purchasing Organisation (ESPO). The Partnering Agreement would mean that our first port of call for purchases will be through NHC. However if the equipment or prices do not meet our requirements then we will be free to purchase elsewhere.

9. Supply Contracts between WCC and Approved Framework Contractors

The likelihood is that the majority of the telecare equipment (ie "hardware" only) would be supplied direct from the approved framework contractors (appointed through the NHC procurement process). WCC would enter into contractual relationships direct with these approved framework contractors for the equipment. The nature of the Partnering Agreement with the NHC will mean that we will be able to purchase outside that process if we can find better pricing or alternative equipment that would not be available through that process.

Warwickshire County Council

10. **Partnering Agreements between WCC and district and borough councils and other community alarm service providers (and potentially also PCTs) in Warwickshire**

    Some local councils and other community alarm service providers in Warwickshire have in place the technical and response infrastructure that can be built on to provide telecare services. A key decision we will face in the development of a telecare strategy is whether this is suitable for building on (in whole or in part) or whether we should seek to develop a single scheme for the whole of Warwickshire. Either option is likely to mean that WCC will enter into contractual relationships with these councils and service providers. Legal advice is that there is a risk here *when* these contract/s with these local councils/service providers are entered into. Accordingly, we will not commit to purchasing telecare equipment, through NHC or any other procurement process, prior to establishing the need for and entering into any such agreements as necessary and appropriate. These processes will be factored in to the project management approach that we are taking.

11. **Recommendation**

    Cabinet is therefore asked to approve the recommendations set out at the beginning of this Report, which will give the Strategic Directors referred to the authority to agree the structure and timing of this project and the terms and conditions of the contracts. Cabinet should also note that our due diligence in respect of these arrangements is ongoing.

GRAEME BETTS
Strategic Director of Adult Health & Community Services

Shire Hall
Warwick
May 2006

Warwickshire
County Council

simply telecare

Simply Telecare- Service Overview

Simply Telecare is a tailored consultancy service which is provided free of charge to NHC members.

By providing a high level of practical support combined with an OJEU tested procurement process, Simply Telecare will simplify the process of gaining support for, implementing and managing telecare services in order to maximise overall success.

Simply Telecare Provides:

- Comprehensive partnership support covering all aspects of telecare strategy development and implementation.

- Practical support with any aspect of telecare service delivery and assistance in the development of a full scale implementation plan.

- Independent 'best practise' advice and assistance drawing from substantial experience working on local authority telecare programmes in order to avoid past pitfalls and the need to 're-invent the wheel.'

- Support and advice on the evaluation of a telecare service.

- Methods of evaluating the effectiveness of a telecare service and advice on independent organisations with the ability to carry out telecare evaluation can be provided in order to ensure that end user satisfaction levels and cost efficiency gains are fully understood

- Assistance with staff training, asset management and the marketing of a telecare service

- Support with the practical issues around telecare implementation can be provided on a free of charge basis in order to maximise service efficiency and to ensure that awareness of the service and its many benefits is both generated and maintained.

- Provision of a simple route to telecare equipment procurement.

Warwickshire County Council

Simply Telecare provides access to an OJEU best value procurement service in order to ensure that you obtain the best possible pricing on telecare equipment without the need to conduct an individual tendering exercise. The NHC will guarantee to provide the lowest pricing on Tunstall and Initial equipment and members are free to use other procurement methods at any time should this not be the case.

What assistance is available?

Help in bringing the right people together:-

- Identification of relevant stakeholders
- Arranging educational seminars
- Meeting participation / presentation delivery

Help with obtaining funding:-

- Development of an effective and achievable proposal, considering practicalities and operational issues.
- Strategy formulation
- Business case development and justification
- Assistance with developing and delivering credible proposals

Help with the implementation of a telecare service:-

- Determining client assessment criteria
- Determining response protocols
- Inventory and asset management tools
- On-demand equipment purchase
- OJEU best value procurement service
- Project management assistance
- Staff training

Help with the marketing of a telecare service in order to generate awareness together with an understanding of benefits and successes of a telecare service:-

- Branding of the service
- Targeted communication to all stakeholders
- Setting up a demonstration / evaluation facility

Help with the ongoing running and development of a telecare service:-

- Evaluating performance of a telecare project
- Addressing ongoing operational issues and considerations.

Warwickshire
County Council

<u>Reasons for Choosing Simply Telecare</u>

- Simply Telecare provides independent, free of charge telecare consultancy advice and support covering all aspects of telecare strategy development and implementation, delivered by a not for profit organisation, owned by its local authority members and run solely for their benefit.

- The sole aim of Simply Telecare is to provide NHC members with greater levels of success with their Telecare projects through the development of stronger, well justified proposals, greater stakeholder buy-in, effective implementation and thorough evaluation to ensure mainstream funding.

- Simply Telecare allows members to draw from the experiences of other telecare projects so that pitfalls can be avoided and best practise implemented to ensure immediate success.

- Simply Telecare will accelerate project implementation by using a series of proven templates developed from the experiences of past projects, thereby eradicating the need to re-invent the wheel.

- Simply Telecare smoothes the process of telecare implementation, making it less labour intensive through the use of project management support together asset management and assessment software, thereby ensuring credible service provision straightaway, freeing up more resources to deliver packages of care to support more people.

- By ensuring that districts / RSL's order via the NHC, County Councils can be supplied with audit reports detailing who spent what money, when and for what purpose thereby gaining greater control of the money that they are ultimately responsible for.

- By using the NHC, members have greater importance and weight than going it alone therefore they can potentially get better levels of service and more effective issue resolution via user group meetings.

- The NHC guarantees overall best pricing.

Warwickshire
County Council

AGENDA MANAGEMENT SHEET

Name of Committee	**Cabinet**
Date of Committee	**15th June 2006**
Report Title	**A Summary of the Draft Report produced by Coventry City Council on the Coventry and Warwickshire Breastfeeding Review Document**

Summary

Coventry City Council led a grant application with Warwickshire County Council to the Centre for Public Scrutiny to support an action research framework for this scrutiny review. This summary document gives a brief outline of the aims and eight themes chosen by the board with recommendations on how services could be improved to support/enable women to breastfeed in Coventry and Warwickshire.

For further information please contact:	Alwin McGibbon Health Scrutiny Officer Tel: 01926 412075 alwinmcgibbon@warwickshire.gov.uk	Jane Pollard Overview and Scrutiny Team Manager Tel: 01926 416525 janepollard@warwickshire.gov.uk
Would the recommended decision be contrary to the Budget and Policy Framework?	No.	
Background papers	A full Draft Report from Coventry City Council will be made available in Members Rooms	

CONSULTATION ALREADY UNDERTAKEN:-   Details to be specified

Other Committees	☐	....
Local Member(s)	☐	
Other Elected Members	☐	
Cabinet Member	☒	Cllrs Alan Farnell, Bob Stevens, June Tandy and Jerry Roodhouse

Chief Executive	☐	....
Legal	☐	
Finance	☐	....
Strategic Directors	☒	David Carter
District Councils	☐	....
Health Authority	☐	....
Police	☐	....
Other Bodies/Individuals	☐	

FINAL DECISION   NO

SUGGESTED NEXT STEPS: Details to be specified

Further consideration by this Committee	☐	....
To Council	☐	_..._
To Cabinet	☐	
To an O & S Committee	☐	....
To an Area Committee	☐	....
Further Consultation	☐	....

Warwickshire
County Council

Agenda No

Cabinet - 15th June 2006.

A Summary of Draft Report from Coventry City Council on Coventry and Warwickshire Breastfeeding Review

Report of the Strategic Director of Performance and Development

---

Recommendations

1. That Cabinet consider the recommendation from Health Overview and Scrutiny Committee that the Council reviews its employer practices with a view to supporting breastfeeding and report back to the Health Overview and Scrutiny Committee.
2. That Cabinet consider whether it wishes to endorse any of the recommendations outlined in a summary of the draft document provided by Coventry City Council

---

1.0 Introduction

The objective of this review was to establish how services support, or fail, to enable women to breastfeed in Coventry and Warwickshire. Warwickshire County Council was asked to support Coventry City Council in a grant application to the Centre for Public Scrutiny to support an action research framework for this scrutiny review.

2.0 Health Overview and Scrutiny Committee Resolutions10th May 2006.

A summary of a draft breastfeeding report (attached as an **Appendix**) was considered by Health Overview and Scrutiny Committee on the 10th May 2006.

A number of points were raised during the discussion and are set out in this extract from the minutes:-

*   "Although the review had been intended to be a joint initiative between Warwickshire and Coventry, in practice very little heed was taken of Warwickshire and the review document was Coventry orientated. All meetings took place in Coventry and there had been no joint launch of the document.

Warwickshire
County Council

- The report was written in an academic tone.

- Members recognised the importance of breastfeeding.

- It was suggested that incentives should be given by the Government to allow mothers to remain at home with their babies for the first six months after birth if they wished to do so without the pressure of having to return to work. The reasoning behind this was that it would facilitate breastfeeding. Some Members suggested that breastfeeding should take place in privacy. It was suggested that mothers who could not breastfeed their babies could be distressed by seeing other mothers breastfeed their babies.

- Other Members vigorously opposed those suggestions. The emphasis should be on a more inclusive society and in this respect it was important that breastfeeding mothers should not be hidden away but be supported by employers. The rest of the workforce should be educated to accept breastfeeding as natural. There should be a strong message to the County Council that it should that it should have robust policies promoting breastfeeding.

- The Cabinet and District Councils should be asked to review their practices and report back to the Committee. The PCTs should be given twenty-eight days to comment on the recommendations".

3.0   Resolutions from Health Overview and Scrutiny Committee

The Committee concluded with the following resolutions:

(1)   That the Cabinet and the Warwickshire District Councils be asked to review their employer practices with a view to supporting breastfeeding and report back to the Health Overview and Scrutiny Committee;

(2)   That the Primary Care Trusts in Warwickshire be asked to consider the recommendations in the report and respond with any comments within twenty-eight days.

DAVID CARTER
Strategic Director of
Performance and
Development

Shire Hall
Warwick

15 May 2006

Warwickshire
County Council

Coventry City Council Scrutiny Board 4 (Health)

Warwickshire County Council Health Overview and Scrutiny Committee

Review of services to support mothers in Coventry and Warwickshire who wish to breastfeed

A Summary of the Draft Report Produced by Coventry City Council

Preface
Cllr Joe Clifford
Chair, Scrutiny Board 4 (Health)
When I became chair of the health scrutiny board in May 2005, the review of services to support mothers in Coventry and Warwickshire who wish to breastfeed was already underway. It seemed sensible to ask Cllr McKay to continue to chair the review and this has proved to be the case.

I would like to extend to Karen my personal thanks for both agreeing to chair the review group and the diligent way in which the task has been carried out.
I'm also grateful to all those who served on the review group. Their contribution and commitment have been invaluable, and this is reflected in the outcome.

Finally, I would like to express my gratitude to the Centre for Public Scrutiny for their support in making this review possible.

Joe Clifford
March 2006

Warwickshire
County Council

Foreword
Councillor Karen McKay
Chair, breastfeeding review steering group
The aim of this scrutiny review has been to work with a multi-agency partnership approach to review and bring together the many initiatives that are already happening in Coventry and Warwickshire to support breastfeeding and to make recommendations about what needs to happen to improve breastfeeding rates. We were fortunate to secure the services of Professor Louise Wallace of Coventry University for the review.

The report highlights the proven and significant health advantages to mothers and babies from breastfeeding, which can also be phrased that there are proven and significant health *disadvantages* to mothers and babies from bottle-feeding. Yet UK breastfeeding rates are among the lowest in Europe. The rates fall even lower among the more socially disadvantaged groups in Coventry and the UK. The major themes of the review were distilled from working groups during the very successful and nationally recognised conference that we held in Coventry on January 2005. There were two key speakers; Gabrielle Palmer gave an excellent background and history to the issue of breastfeeding and the role of formula milk companies over the years in promoting formula milk. Professor Mary Renfrew offered a thorough summary of the best evidence based practice for supporting breastfeeding. The conference brought together 150 people working in health and breastfeeding promotion to share best practise and issues. A peer support workshop for breastfeeding mothers took the platform and really showed the value of such initiatives.

These aims centre on the need to focus on improving breastfeeding rates among the socially disadvantaged and ethnic minority communities as well as improving training for staff.

We decided early on that this review was an opportunity to take a broad approach to the issue of breastfeeding, ranging from education, health, social services, council services, employers, public awareness and public facilities. While this complicated and increased the work involved, particularly covering the two areas of Coventry and Warwickshire, it has led to recommendations that cover the breadth of areas that influence the choice and ability of women to breastfeed.

These recommendations summarised at the end of the report have relevance to many agencies across the councils, the health agencies, the voluntary and the private sector. How successfully they will be taken up and acted upon will depend upon them reaching all these agencies in an effective way and having an equally effective ongoing review of the developments.

Warwickshire
County Council

It will also depend upon breastfeeding being seen by all these agencies to be an important health promotion issue, with the necessary strategic support and resources that this involves. The government target of increasing breastfeeding rates in the UK by 2% per year should help to underline this, as should the local aims of reducing health inequalities. The fact that Coventry's infant mortality rates are above the West Midlands average should also bring this issue to the fore - as breastfeeding gives protection against many of the common childhood infections and diseases.

That such a simple and natural thing as breastfeeding should prove so complicated to promote is largely due to the culturally accepted attitude that bottle feeding is the norm and that breastfeeding is something only to 'try'. From the starting point of collecting data and definitions in order to measure rates, through to health practises in the hospital and across all agencies, there are complications to be worked through.

A cultural attitude change towards accepting breastfeeding as normal and natural needs to run as a thread through all this work – both as a result of increased breastfeeding promotion and rates and also to encourage this to happen. The evidence from this report demonstrates strong cultural barriers to breastfeeding, particularly among the more disadvantaged communities, which will not be overcome by health promotion messages alone. The evidence here points in the direction of peer support and culturally sensitive interventions at a local level such as SureStart are already initiating.

One of the most satisfying aspects of this review has been the proactive way that health, council and voluntary workers have been able to work together, with the academic/research input also of Professor Wallace and her colleagues. People with an enthusiasm and a dedication to improving breastfeeding rates in the face of little resources and a general climate in which it is not taken so seriously as other public health issues. Links have been made which should improve communication in future work. I would like to thank everyone who has participated in this review, including the scrutiny support officers for both Coventry and Warwickshire, for their contribution and also for the continuing work that they will be doing in the future.

Karen McKay
April 2006

Due to the size of the draft document this edited version has been produced. The full draft document will be made available in Members' rooms, but please note it is still subject to change.

Introduction

The objective of the review was to establish how services support, or fail, to enable women to breastfeed in Coventry and Warwickshire. Coventry City Council led a grant application with Warwickshire County Council to the Centre for Public Scrutiny to support an action research framework for this scrutiny review.

The public health policy context

Human breast milk provides complete nutrition for the first critical months of life and protects against common childhood infections and childhood diseases, including gastroenteritis and respiratory infection (e.g. Howie et al 1990, Kramer et al 2001), childhood onset diabetes (Sadauskaite-Kuenhne et al 2004), respiratory disease (Wilson et al 1998), raised blood pressure (Wilson et al 1998), and childhood obesity (Fewtrell, 2004). In later life there is evidence of protection against atopic disease and raised blood pressure (Fewtrell, 2004). The benefits for the health of the mother are also established (Labbok, 2001), and include immediate benefits to the mothers' body shape, and long term reduced risk pre-menopausal breast cancer (Beral 2002) and epithelial ovarian cancer (Rosenblatt, et al 1993).

The health benefits of breastfeeding to mother and babies can yield enormous savings for health systems. A decade ago, the National Breastfeeding Working Group estimated that the cost of treating a baby with gastroenteritis in hospital was approximately £1200 at that time. As the incidence of gastroenteritis in bottle-fed babies or babies breastfed for only a short time was known to be 5 times greater than that of babies breastfed for 13 weeks or longer (Howie et al 1990), the group estimated that for every 1% increase in breastfeeding, healthcare savings in England and Wales could have been as much as £500,000 per year at that time. If all babies in these countries were breastfed, the NHS could save £35 million each year on the treatment of gastroenteritis in babies (National Breastfeeding Working Group 1996). Given the longer-term impact on health, it is clear that breastfeeding is a powerful public health driver.

Why this topic for Health Scrutiny in Coventry and Warwickshire?

The rationale for the Coventry and Warwickshire Health Scrutiny review is based on this national evidence that health services have an important role to play in supporting breastfeeding. But, as breastfeeding is a learnt behaviour, it is relevant to other services within the Council, such as Education, for which the NHS has a duty of partnership. The Councils themselves have responsibilities for public areas, and as employers of women who may wish to breastfeed on returning to work. The topic is therefore one in which the Scrutiny process can reflect on the ways in which local services together can provide support to women to breastfeed for the common good.

Warwickshire
County Council

Theme One: Breastfeeding data

Reliable breastfeeding data is essential to any quality improvement programme in breastfeeding. Using internationally agreed definitions, at set times from birth in to infancy, for all children is essential.

Managers of maternity and community health visiting services/ paediatric child health records staff were asked to present a brief report on:
- Definitions in use
- Data quality
- Breastfeeding initiation and duration rates, particularly with reference to inequalities indicators.

In addition, a small working group (Mary White, Mary MacDonald, Majella Johnson) of NHS staff across maternity and community services in the area agreed to look at defining a data set that could be collected using local systems, to more accurately track initiation and duration, including where possible agreed definitions of feeding supplementation. This agreed approach is now being piloted in Wood End, Coventry.

Recommendations

1.1 Coventry Teaching PCT is recommended to report to Coventry City Council health scrutiny board the results of its breastfeeding data pilot in Wood End

1.2 North Warwickshire PCT, South Warwickshire PCT and Rugby PCT (and successor organisation(s)) are recommended to consider the results of the breastfeeding data pilot in Wood End to determine whether a similar approach would be appropriate in their areas

1.3 All NHS organisations are recommended that current performance in breastfeeding outcomes should use agreed definitions and periods to enhance comparison, with data broken down by geographic, socio-economic and ethnic variables to determine if rates vary in line with national findings.

1.4 All NHS organisations are recommended to use targets for improved breastfeeding outcomes that reflect a verified baseline, and include targets to differentially improve breastfeeding in those least likely to breastfeed, and with an element of realism and stretch.

Theme Two: School education of children and teens

Attitudes to breastfeeding will be formed over a lifetime. One modifiable influence is health education in schools. The Department of Health has funded 79 breastfeeding projects over three years, and of these eight focused on school education (Dykes, 2003).
The review for Health Development Agency/National Institute for Clinical Excellence (Renfrew, et al, 2004) found no efficacy studies with breastfeeding outcomes. However, there is sufficient evidence from studies of attitude formation to indicate that school education could be part of an effective programme of breastfeeding promotion. A study in Liverpool, for example, examined the attitudes of schoolchildren and found that by eleven years of age pupils already saw breastfeeding as embarrassing and bottle feeding as more convenient and fashionable (Gregg et al 1989). Disrupting this cycle of beliefs will therefore be difficult and will need to involve interventions that affect all school age groups.

Recommendations

2.1 Coventry City Council executive and Children's Services Directorate consider offering guidance to schools' on their PSHE curriculum to include the resource pack developed for Warwickshire County Council

2.2 Coventry City Council and Warwickshire County Council Children's Services Directorates offer guidance to schools on Baby Friendly policies, notably offering alternatives to teaching materials supplied by formula milk companies

Theme Three: Pregnant women and families

There is little doubt that hospital policies, staff skill and communication with mothers have a very significant impact on breastfeeding. There is now a large body of evidence world wide in support of the "whole system" approach of the UNICEF Baby Friendly Initiative (BFI) (e.g. Kramer, et al. 2001, Cattaneo, et al, 2001), although actual evidence for each of the 10 Steps for hospital services and 7 steps for community services is not as well researched. The BFI forms a useful framework for reviewing maternity services, and key elements of the local policies and procedures could be examined in this review. Assessment against these standards requires a formal review with evidence presented to trained assessors, and is already underway within both Coventry trusts, but is not formally adopted in Warwickshire services.

Recommendation
3.1 Local NHS organisations are their partners are recommended to seek to improve ante-natal and post-natal support for mothers who wish to breastfeed by adopting BFI standards

Theme Four: Delivery and post-natal care

Many intra partum and postnatal practices influence the initiation and duration of breastfeeding. Most of the BFI 10 steps relate to these practices, and are in the UK often about stopping practices that have developed in a medicalised environment in the past fifty years.

Recommendations:
4.1 All NHS organisations are recommended to ensure that actions planned to improve breastfeeding should link to evidence based guidance, and plans for resources.

4.2 All NHS organisations are recommended to ensure that actions should include links to LSPs and Work Force plans where they involve changes in staffing and skills required.

4.3 All NHS organisations are recommended to ensure that innovations in practice and service delivery should be evaluated, and that networks across PCTs should harness opportunities for larger scale multi site evaluations through Research and Development networks.

4.4 West Midlands South SHA (and any successor) is recommended to set up a Task Force to determine how it can provide leadership in public health to support breastfeeding, including using its performance review function to achieve locally appropriate change across health economies.

Theme Five: Community services for mothers and infants

Breastfeeding is a natural behaviour, and one that mothers will learn how to perform through observing others, and through instruction. Partners will also learn about breastfeeding from a

variety of sources. This learning will be mediated through many potential sources of information, from close family, the local community and the media. Opportunities to breastfeed, or to see others breastfeed, will be influenced by the policies of employers and those who manage access of people to public places. For many sub-cultures in England, these opportunities to see breastfeeding are limited (Hoddinott and Pill 1999) and exposure to bottle feeding is more frequent, e.g. among Scottish teenagers (Carter, et al 2001). Sources of information may span many years prior to when that information can be used, and may include formal education in school, or health promotion advice imparted through contact with health services such as at a GP well woman clinic.

Recommendations:

5.1   All NHS organisations are recommended to ensure that the exact role of each type of support worker is reviewed so that their work is most appropriate to the needs of the client group. In relation to breastfeeding, the skills and support they need should be reviewed, and in most cases, more training and support is needed.

5.2   All NHS organisations are recommended to clarify the role of professionally qualified practitioners (midwives, health visitors) in Sure Start posts, and their role and skills developed to support other complementary workers in relation to breastfeeding.

5.3   All NHS organisations are recommended to put in place initiatives and targets recognising that supporting the initiation and duration of breastfeeding is at least as important as other public health objectives, and provide evidence to the health scrutiny board of ongoing development of support in this area

5.4   All NHS organisations are recommended to take steps to support the further development of peer support for breastfeeding mothers, ensuring that appropriate evidence based techniques and knowledge support is in place

5.5   All NHS organisations, Coventry City Council and Warwickshire County Council are recommended to report how they might further facilitate the development of more breastfeeding cafes as a vehicle for professional, expert and peer support for breastfeeding mothers.

Theme Six: Media and Public Spaces

In the field of breastfeeding, there is a large volume of research on attitudes and beliefs about breastfeeding, which can be drawn upon in designing interventions. Male partners of mothers are influential. It is likely that a man will be influenced by the same factors as the woman, i.e. social class, education and upbringing, although concerns about the sexual associations of the breast can lead to complex and conflicting beliefs and emotions. A survey commissioned by the Department of Health (Royal College of Midwives 2005) showed that 79% of men would want their child to be breastfed and that 71% would feel comfortable about their partner breastfeeding. The sample of 427 men aged 18-46 showed that nearly two thirds of men agree that breast milk is the best food a baby can have. But, a smaller proportion (56%) said that they have/would try to influence or advise their partner about whether or not to breastfeed.

The grandmother of a new baby has a significant role to play in supporting breastfeeding. A UK study by Winterburn et al (2005) showed that mothers who were asked to choose a close female confidante for breastfeeding support, were most likely to select their own mothers, gained valuable guidance and tended to breastfeed for a longer duration.

These key familial influences may be impacted by education in schools and public media messages. As described above, a well-cited study by Henderson et al (2000) showed that an audit of national media portrayals of infant feeding showed overwhelmingly more exposure to bottle than breastfeeding, and the latter were exclusively problematic in presentation.

Research on schoolchildren and young adults shows that attitudes to breastfeeding vary considerably within national cultures and sub cultures. Research with mothers in the UK suggests many women anticipate adverse reactions, and some report having experienced unpleasant behaviour by members of the public and by those in charge of the use of public places.

Recommendations:

6.1   All local NHS organisations, Warwickshire County Council and Coventry City Council are recommended to develop local media campaigns, designed using best practice methods from social marketing, to shape messages relating to breastfeeding, evaluated by public opinion polling methods. This should include posters and other media available to all local organisations to display in public places.

6.2   Coventry City Council and Warwickshire County Council are recommended to consider their policies towards supporting mothers to breastfeed in public places, and disseminate guidelines to public premises. They are also recommended to consider whether any local by-laws or national laws in existence hinder support for mothers who wish to breastfeed, and identify these to the health scrutiny board.

6.3   All NHS organisations, Coventry City Council and Warwickshire County Council are recommended to promote in their premises, and to work with local business, to establish breastfeeding friendly premises, using a badging scheme to give it a quality standard and publicity for achievement. This should include specific standards to support breastfeeding (e.g. provision of a supportive chair for breastfeeding), and baby friendly signage, to promote breastfeeding in private areas as well as in the public areas of these premises. A unified standard should be applied across all premises.

Theme Seven: Employment of Women

In a culture such as the UK where government policy supports the active participation of women in the workforce, and return to work after childbirth is common, the protection of breastfeeding women in the workplace is a crucial part of any national policy. In the UK, the Health and Safety Executive has issued guidance to employees and employers. Published work in this area is confined to descriptions of specific programmes none of which are in the UK.

A recent review of the literature (Kosmala and Wallace, in press) showed the UK position to be far behind other countries in support of employees' rights to breastfeed.

Recommendations:

7.1   Coventry City Council, Warwickshire County Council and all NHS organisations are recommended to develop and publicise policies to support breastfeeding in addition to those for maternity and paternity leave, containing the following elements:

7.2   Employees should have a better access to information on support that might be offered to enable breastfeeding to continue after returning to work.

7.3   Suitable (private, secure, comfortable and stress free) facilities to express and store breast milk should be provided

7.4   More flexible working hours are necessary to give mothers opportunity to express breast milk or breastfeed their baby at nursery / home.

Warwickshire
County Council

7.5   Free loans of electric pumps and flasks

Theme Eight: Training and development of those who may support breastfeeding mothers

The delivery of NHS public health policy relies upon skilled support for women and families from a very large range of health service and other social care staff including the voluntary sector. Research by HSRC, and for the Health Development Agency / NICE Maternal and Child Nutrition collaborating centres by Fiona Dykes (Lancaster University) shows that surveys of knowledge have been of dubious quality (using unvalidated questionnaires, with poorly designed recruitment and analysis. With these caveats, it is clear that professionals vary enormously between themselves as well as within professions in the same country as to the extent and rigour of in breastfeeding at pre-and post qualification levels. At present, the key professionals (midwives, health visitors, paediatricians, obstetricians and GPs) do not have any mandatory training on breastfeeding within the curriculum for qualification up to registration. This results in highly variable practitioner knowledge and confidence. This is evidenced by a well conducted UK analysis of the learning needs of professionals in Leeds (Smale, in preparation), in which a qualitative study of 107 professionals and new mothers was conducted. Respondents reported that no professional group felt fully prepared to promote and support breastfeeding; that doctors felt particularly unprepared; that some key groups including nursery workers and child minders had little or no preparation related to breastfeeding; and that lay breastfeeding counsellors were most confident and informed. The analysis identified that a wide range of professionals and others are involved in and influence women in infant feeding. This includes the staff groups above but also others such as neonatal nurses, paediatric nurses, nursery workers, child minders, and community pharmacists. These groups are not usual targets of breastfeeding training in the NHS.

Recommendations:
8.1   All NHS organisations and other organisations with important service provision roles in breastfeeding, such as Sure Start, should establish posts with a clear remit, funding and time as breastfeeding co-ordinators or champions, supported by operational and strategic structures.

8.2   Local health economies should establish and refresh strategic inter-agency and cross community partnerships to support breastfeeding, supported by local operational structures that are designed to take "joined up" action.

8.3   West Midlands South SHA (or successor) should seek to influence a new focus in the emerging Regional structures to provide clear and evidence based public
       health leadership in the Region, to ensure resources are prioritised towards supporting breastfeeding

8.4   All NHS organisations, Warwickshire County Council and Coventry City Council, should utilise their research skills, and those of the wider research community, to establish an evaluative culture for improving breastfeeding services, meaning that when new practices and policies are introduced, there is appropriate evaluation and feedback.

Warwickshire
County Council

AGENDA MANAGEMENT SHEET

Name of Committee	**Cabinet**
Date of Committee	**15 June 2006**
Report Title	**Transport for non-entitled pupils**
Summary	A Home to School Task and Finish Group was set up by the Children, Young People & Families Overview and Scrutiny Committee to review home to school transport for non-entitled pupils and pupils attending denominational schools. This report follows a consultation exercise and was considered by the Children, Young People & Families Overview and Scrutiny Committee at their meeting on 18 May 2006.

For further information please contact:	Ann Mawdsley Senior Committee Administrator Tel: 01926 418079 annmawdsley@warwickshire.gov.uk	Nick Williams Assistant Head of Service – Pupil and Student Services Tel: 01926 412956 nickwilliams@warwickshire.gov.uk

Would the recommended decision be contrary to the Budget and Policy Framework?	No

Background papers	• Cabinet report and minutes 24.06.04 • Learning Overview and Scrutiny Committee reports 23.09.04 and 10.03.05 • Consultation document • Responses to consultation document

CONSULTATION ALREADY UNDERTAKEN:-   Details to be specified

Other Committees   ☒ Children, Young People & Families O&S 18.5.06

Local Member(s)   ☐ ………………………………………………………..

Other Elected Members   ☒ Cllr Helen McCarthy – *"I commend the work of the Panel and the sensible and fair recommendation that has been made"*
Cllr Jill Dill Russell
Cllr John Wells
Cllr John Whitehouse – *"I support the recommendation"*
Cllr Heather Timms

Warwickshire
County Council

Cabinet Member	☒	Cllr John Burton
Other Cabinet Members consulted	☒	Cllr Izzi Seccombe
Chief Executive	☐	……………………………………………………..
Legal	☒	Richard Freeth – *"fine"*
Finance	☒	David Clarke, Strategic Director of Resources – no comments to make
Other Strategic Directors	☒	– Marion Davis, Strategic Director for Children, Young People and Families – David Carter, Strategic Director for Performance and Development – John Deegan, Strategic Director of Environment and Economy
District Councils	☐	……………………………………………………..
Health Authority	☐	……………………………………………………..
Police	☐	……………………………………………………..
Other Bodies/Individuals	☒	Chris Smart

FINAL DECISION   **YES**

SUGGESTED NEXT STEPS: Details to be specified

Further consideration by this Committee	☐	……………………………………………………..
To Council	☐	……………………………………………………..
To Cabinet	☐	……………………………………………………..
To an O & S Committee	☐	……………………………………………………..
To an Area Committee	☐	……………………………………………………..
Further Consultation	☐	……………………………………………………..

Warwickshire County Council

Cabinet – 15 June 2006

Transport for non-entitled pupils

Report of the Chair – Children, Young People & Families Overview and Scrutiny Committee

---

Recommendation of the Children, Young People & Families Overview and Scrutiny Committee:

That the Cabinet agree to introduce a Vacant Seats Policy on vehicles operated under contract to the Council which are not registered as local bus services from September 2007, taking into account the comments of the Children, Young People & Families Overview & Scrutiny Committee on the introduction of instalments (see paragraph 1.4(1) below).

---

1. **Views of the Children, Young People & Families Overview and Scrutiny Committee**

1.1   The Children, Young People & Families Overview and Scrutiny Committee considered the report of the Chair of the Task and Finish Group – Home to School Transport outlining the Group's recommendations for transport for non-entitled pupils.

1.2   Councillor John Wells, Chair, thanked the Group for their commitment and work done and thanked officers for their work in support of the Group. He added that the overriding principle for the Group in carrying out their brief to look at transport for pupils not entitled to free transport, transport to denominational schools and costs to the County Council, had been fairness. They had built on the work that had already been done on this issue and noted the following:

   i.   the interests of children covered by the current policy were protected

   ii.   the new policy was restricted to Warwickshire residents

   iii. there were currently a number of different policies operating across the County and the new policy would be consistent for all Warwickshire pupils.

1.3   Councillor John Whitehouse thanked Councillor John Wells for his work chairing the Group.

1.4   During the ensuing discussion the following points were highlighted:

Warwickshire
County Council

(1) The Committee noted their concerns that low income families may not be in a position to pay termly instalments and there was some discussion around which would be the best method of instalments, taking into account the practical implications and costs to the Council.

(2) It was noted that the actual current cost of £95,000 per annum applied to the 257 pupils currently in the contributory scheme and highlighted the massive discrepancy between the income generated and the actual costs of providing the transport.

(3) The Local Authority based their assessment of entitlement to free transport on the basis of those in receipt of income support and income based job seekers allowance, and this would also apply to the new policy.

1.5 The Committee agreed to recommend to the Cabinet that:

(1) They agree the recommendation of the Home to School Transport Task and Finish Group to introduce a Vacant Seats Policy on vehicles operated under contract to the Council which are not registered as local bus services from September 2007.

(2) Officers to look into the best way of breaking up costs into instalments, balancing the needs of people on low income and the cost of administration for the Council.

2. Background

2.1 The Learning Overview and Scrutiny Committee agreed to review Home to School and College Transport following a request made by Cabinet on 24 June 2004.

2.2 Following the elections in May 2005 a revised Task and Finish Group, with new membership, was set up by the Children and Young People Overview and Scrutiny Committee to take forward the work on Home to School Transport, concentrating specifically on:

▪ The policy on providing school transport for children attending denominational schools

▪ The policy on transport for non-entitled pupils including those using contributory and concessionary school transport.

NB It was also agreed that the Terms of Reference for the group did not extend to consideration of the policy on SEN school transport.

2.3 The Group's membership comprised: Cllr Wells (Chair), Cllr Whitehouse, Cllr Timms and School Governor, Chris Smart. Officer support was provided by Nick Williams and Kevin McGovern throughout the exercise.

2.4 On 15 December 2005 the results of the consultation and the subsequent recommendations for policy revision made by the Task and Finish Group set up to concentrate on Home to College Transport were presented to the Children

Warwickshire
County Council

and Young People Overview and Scrutiny Committee and subsequently forwarded to Cabinet for approval.

2.5 This report brings together the second element of the original review and presents the recommendations of the Task and Finish Group relating to Home to School Transport and more specifically the provision of transport for non-entitled pupils.

3. Provision for pupils not entitled to free transport

3.1 The majority of school transport services in Warwickshire are available to non-entitled scholars on payment of a commercial fare. This enables operators to claim generous rebates on fuel duty, known as Bus Subsidy Operators Grant (BSOG), from the government which is reflected in the tender prices paid by the County Council.

3.2 Demand has escalated over recent years, due to parents' exercising their increased right to state a preference of school. The introduction of seatbelt legislation on coaches, which means that all passengers must be allocated a seat, has made it almost impossible to monitor numbers wishing to travel and has resulted in major overloading difficulties, particularly at the start of the school year. Some Members may be aware of several adverse media reports which have reflected badly on the County Council. A means of regulating the number of those travelling is essential in avoiding these overloading difficulties.

3.3 To ensure compliance with the law, additional vehicles have had to be introduced at considerably more cost than the additional fare revenue generated. Over the last ten years it has been necessary to add eight vehicles to the network at an average cost of £25,000 per vehicle.

3.4 The County Council does make some transport provision in certain cases where children are not entitled to free transport and these are set out below.

3.5 **Contributory Transport Scheme**

3.5.1 The Contributory Transport Scheme has operated since 1970 and was introduced initially to assist in areas where communities were divided by the statutory walking distance. The scheme was introduced following representations made by the parents of children living in Hurley, one village divided by the three-mile limit. Investigations into other such split communities took place and a report produced for consideration by the Sub-Committee.

3.5.2 After one year it was felt that the scheme was too expensive and very few new 'Contributory Transport' routes were agreed. 257 pupils in the county attending eight schools benefit from this scheme. Current charges are £50 per term for primary-age children and £60 for secondary-age children. Alternatively parents can choose to make one payment of £135 or £165 if they prefer. There is a 50% reduction if a parent is in receipt of Income Support or is on an Income-based Job Seekers Programme.

Warwickshire
County Council

3.5.3 There is a clear issue of inequality across the county in contributory transport being available in some areas but not in others and this has not been addressed. The cost involved would appear to make it impossible to increase the number of contributory schemes available to cover the whole of the county.

3.5.4 A significant issue is that while the Contributory Scheme does raise income for the Authority it falls well short of the actual cost of providing the transport needed, currently c.£95,000.

3.6 **Concessionary Transport Scheme**

3.6.1 The County Council operates a very limited Concessionary Transport Scheme whereby non-entitled pupils can travel on a 'closed door' contract vehicle if, after entitled travellers have been accommodated, spare places still exist. Travel is subject to payment of the same termly/annual rate as for Contributory Transport.

3.6.2 The number of children travelling on a concessionary basis is around 200.

3.6.3 Under the Concessionary Scheme there is no guarantee that a place will be available indefinitely. Places are allocated on a termly basis with refunds being made available to the parents should a pass have to be withdrawn. The scheme is not available on the many services conveying fare-paying passengers.

3.7 **Vacant Seats policy**

3.7.1 A consultation exercise was carried out in February 2006 proposing to introduce a Vacant Seats Policy (VSP) on vehicles operated under contract to the Council, which are not registered as local bus services, from September 2007. Any seats not required by students entitled to free transport could be purchased from the Authority at a set 'market' rate. The existing Contributory and Concessionary Transport schemes would be replaced either by a VSP or a fare-paying service. Students living outside Warwickshire will no longer be permitted to travel on bus services subsidised by the County Council. A copy of the proposed Vacant Seat Scheme is enclosed at **Appendix A**.

3.7.2 It should be noted that in the County Council's wider interest of delivering an efficient and cost-effective transport network it will be necessary for many services to remain as local bus services where genuine public transport demand exists. In these cases students within Warwickshire will continue to be able to pay a daily fare.

3.7.3 The proposal suggested two levels of charge with a lower rate for those living less than the statutory walking distance from school/college (often attending their 'nearest appropriate' establishment) and a higher charge for those travelling longer distances who are actually not attending their nearest appropriate school. The scheme makes provision for low income families by reducing the charges by 50% if a parent is in receipt of Income Support or Income-based Job Seekers Allowance.

Warwickshire
County Council

3.7.4 Having investigated current commercial rates and considered the charges set by other authorities, Members decided that the appropriate 'market rate' should be as set out below. It is felt that this offers good value particularly when compared to commercial fares being charged.

	Cost per term	Cost per annum
Journey over statutory walking distance *	£175	£475
Journey below statutory walking distance *	£95	£250

    * Statutory walking distance:
        Two miles for children under the age of 8 years
        Three miles for children aged 8 and over.

3.7.5 Within the operation of a Vacant Seats Policy Members confirmed that

- Existing Contributory and Concessionary passholders would continue to be able to purchase a pass for the remainder of their education at that school but this would be under the Vacant Seats pricing structure from September 2007.

- Existing travellers would be guaranteed a seat for the remainder of their education at their current school (up to the end of Year 11) to avoid disrupting their education.

3.7.6 Members have considered the response to the consultation exercise and noted the comments. Concerns raised by Alcester Grammar School about a reduction in transport provision for pupils living outside Warwickshire were acknowledged but Members noted that other selective schools who attracted non-Warwickshire residents provided transport themselves.

3.7.7 Members of the Group determined that following the consultation exercise it should be recommended that a Vacant Seats Policy be introduced from 2007 and that this would replace existing provision currently covered by the Contributory and Concessionary Transport Schemes.

CLLR RICHARD GRANT
Chair – Children, Young People &
Families Overview and Scrutiny
Committee

Shire Hall
Warwick

25 May 2006

Warwickshire
County Council

Warwickshire County Council

Children, Young People and Families Directorate

VACANT SEATS POLICY

LA HOME TO SCHOOL TRANSPORT POLICY

Free transport to school is provided for pupils age 8 or over who live 3 miles or more from the nearest appropriate school, or in the case of a child under the age of 8, 2 miles or more from the nearest appropriate school.

Free transport entitlement ceases at the end of Year 11 when students are covered by the Post-16 Transport Policy should they continue their education.

Vacant Seats Policy

If, after entitled travellers have been accommodated, spare places still exist on contract vehicles, these may be offered to pupils not entitled to free transport. This will be subject to the following conditions:

(a) Should the place be required for a pupil entitled to receive free transport, the place will be withdrawn. One term's notice will be given.

(b) Should the bus service be withdrawn or the route altered, the pass will be withdrawn.

(c) Where a pass is withdrawn after payment has been made, a refund will be made based on the number of days travelled.

(d) Vacant Seat passes are not available on public transport services.

PARENTAL CONTRIBUTION

The rate of parental contribution is as follows:

All Pupils living over statutory walking distance   - £175 per term
or £475 per annum

Pupils living less than statutory walking distance - £95 per term
or £250 per annum

The pass you are applying for should be indicated clearly on the application form, with full payment enclosed, and sent directly to the Transport Office at the Children, Young People and Families Directorate. Cheques or Postal Orders should be made payable to **WARWICKSHIRE COUNTY COUNCIL**. Payment can also be made on-line through the Council's website.

If a parent is in receipt of Income Support or Income-Based Job Seekers Allowance, 50% of these charges will be deducted.

If you complete the application form and return it to the Children, Young People and Families Directorate with your payment prior to Friday 29th July 2007, your pass will be sent to you by 1st OCTOBER. It will be necessary for you to arrange your child's transport prior to this date. Any late applications received will be dealt with as soon as possible in the order they are received.

If receiving Income Support or Income-Based Job Seekers Allowance either send a copy of your income support / income-based job seekers allowance award notice, ask the Benefits Agency to stamp the application form, or bring your current Benefit book to the Transport Office at the Children, Young People and Families Directorate. You will only be issued a termly pass, and must re-affirm entitlement every term.

AGENDA MANAGEMENT SHEET

Name of Committee	**Cabinet**
Date of Committee	**15 June 2006**
Report Title	**Transport to denominational schools**
Summary	A Home to School Task and Finish Group was set up by the Children, Young People & Families Overview and Scrutiny Committee to review home to school transport for non-entitled pupils and pupils attending denominational schools. This report follows a consultation exercise and was considered by the Children, Young People & Families Overview and Scrutiny Committee at their meeting on 18 May 2006.

For further information please contact:	Ann Mawdsley Senior Committee Administrator Tel: 01926 418079 annmawdsley@warwickshire.gov.uk	Nick Williams Assistant Head of Service – Pupil and Student Services Tel: 01926 412956 nickwilliams@warwickshire.gov.uk
Would the recommended decision be contrary to the Budget and Policy Framework?	No	
Background papers	• Cabinet report and minutes 24.06.04 • Learning Overview and Scrutiny Committee reports 23.09.04 and 10.03.05 • Consultation document • Responses to consultation document	

CONSULTATION ALREADY UNDERTAKEN:-   Details to be specified

Other Committees	☒	Children, Young People & Families O&S 18.5.06
Local Member(s)	☐	……………………………………………………..
Other Elected Members	☒	Cllr Helen McCarthy – *"I commend the work of the Panel and the sensible and fair recommendation that has been made"* Cllr Jill Dill Russell Cllr John Wells Cllr John Whitehouse – *"I support the recommendation"* Cllr Heather Timms

Warwickshire
County Council

Cabinet Member	[X]	Cllr John Burton
Other Cabinet Members consulted	[X]	Cllr Izzi Seccombe
Chief Executive	[ ]	……………………………………………………..
Legal	[X]	Richard Freeth – *"fine"*
Finance	[X]	David Clarke, Strategic Director of Resources – no comments to make
Other Strategic Directors	[X]	– Marion Davis, Strategic Director for Children, Young People and Families – David Carter, Strategic Director for Performance and Development – John Deegan, Strategic Director of Environment and Economy
District Councils	[ ]	……………………………………………………..
Health Authority	[ ]	……………………………………………………..
Police	[ ]	……………………………………………………..
Other Bodies/Individuals	[X]	Chris Smart

FINAL DECISION **YES**

SUGGESTED NEXT STEPS: Details to be specified

Further consideration by this Committee	[ ]	……………………………………………………..
To Council	[ ]	……………………………………………………..
To Cabinet	[ ]	……………………………………………………..
To an O & S Committee	[ ]	……………………………………………………..
To an Area Committee	[ ]	……………………………………………………..
Further Consultation	[ ]	……………………………………………………..

Warwickshire
County Council

Cabinet – 15 June 2006

Transport to denominational schools

Report of the Chair – Children, Young People & Families Overview and Scrutiny Committee

---

Recommendation of the Children, Young People & Families Overview and Scrutiny Committee:

That the Cabinet agree to introduce a charge for transport to denominational schools for future pupils who do not practice the faith of the school attended unless the school is the nearest appropriate school to the parental home, the new policy to be phased in from September 2007.

---

1. Views of the Children, Young People & Families Overview and Scrutiny Committee

1.1 The Children, Young People & Families Overview and Scrutiny Committee considered the report of the Chair of the Task and Finish Group – Home to School Transport outlining the Group's recommendations for transport to denominational schools.

1.2 Councillor John Wells noted that in looking at transport to denominational schools, the overriding principle for the Group had again been fairness.

1.3 During the ensuing discussion the following points were highlighted:

1. The current criteria to receive transport to denominational schools was merely attendance at a denominational school.

2. Denominational schools set admission criteria and children had to fulfil these to attend a denominational school. This information was provided to the Local Authority who liaised with schools on admissions.

3. The Committee noted the response to the consultation received from the Catholic Archdiocese and Rev Terry Hum confirmed that from a Catholic school perspective the broad recommendation covering all faiths was appropriate, and that point 3.11 below clearly outlined the criteria for Catholic schools.

4. There were currently only Catholic and Church of England faith schools in Warwickshire but this may change in the future and the new policy would cover all faiths.

Warwickshire
County Council

5. The County Council would no longer be obligated to provide transport for children to attend schools that were not their own faith.

6. While the terms of reference for the Group included looking at costs, they were also tasked to consider fairness and equity and it was noted that the current system favoured faith schools.

7. Children already receiving assistance would be safeguarded.

1.4   Following discussion around the meaning of "practising the faith", and noting that Paragraph 3.11 below provided clarity on this issue, the Committee voted 12 for and 1 against, to recommend to the Cabinet that they agree the recommendation of the Home to School Transport Task and Finish Group to introduce a charge for transport to denominational schools for future pupils who do not practice the faith of the school attended unless the school is the nearest appropriate school to the parental home, the new policy to be phased in from September 2007.

2.   Background

2.1   The Learning Overview and Scrutiny Committee agreed to review Home to School and College Transport following a request made by Cabinet on 24 June 2004.

2.2   Following the elections in May 2005 a revised Task and Finish Group, with new membership, was set up by the Children and Young People Overview and Scrutiny Committee to take forward the work on Home to School Transport, concentrating specifically on:

- The policy on providing school transport for children attending denominational schools

- The policy on transport for non-entitled pupils including those using contributory and concessionary school transport.

    NB It was also agreed that the Terms of Reference for the group did not extend to consideration of the policy on SEN school transport.

2.3   The Group's membership comprised: Cllr Wells (Chair), Cllr Whitehouse, Cllr Timms and School Governor, Chris Smart. Officer support was provided by Nick Williams and Kevin McGovern throughout the exercise.

2.4   On 15 December 2005 the results of the consultation and the subsequent recommendations for policy revision made by the Task and Finish Group set up to concentrate on Home to College Transport were presented to the Children and Young People Overview and Scrutiny Committee and subsequently forwarded to Cabinet for approval.

2.5   This report brings together the second element of the original review and presents the recommendations of the Task and Finish Group relating to Home to School Transport and more specifically the provision of transport for non-entitled pupils.

Warwickshire
County Council

3. Transport to denominational schools

3.1 Section 509(4) of the Education Act 1996 sets out matters which Authorities should have regard to when deciding whether or not to make arrangements for transport to denominational schools. These include the wish of the parent for a child to be provided with education or training at a school or institution in which the religious education provided is that of the religion or denomination to which his/her parent adheres.

3.2 The Council policy is that children attending a denominational school may receive free transport on religious grounds even though there may be a non-denominational school nearer home. Transport provision on denominational grounds is usually only given for journeys of a maximum of six miles for pupils under eight and ten miles for children aged eight and over.

3.3 There is currently no check as to the commitment of a family to a particular faith. Free transport is granted if the child obtains a place at a denominational school and lives more than two or three miles away.

3.4 With transport costs escalating over recent years, a number of Local Authorities now make a charge for children attending a denominational school if there is a non-denominational school nearer home. Warwickshire is one of only a few authorities not asking for certification by a minister of religion that the family applying for assistance with transport actually do practise the faith of the denominational school. In many other Authorities assistance, whether free or fare-paying, will not be considered until proof of faith has been received.

3.5 This may be viewed as an anomaly. At present, pupils could be receiving free transport on denominational grounds even though there may be a non-denominational school nearer to their home and the family concerned may not actually follow the faith of the school.

3.6 There are currently 1,685 pupils receiving free transport to denominational schools. 1,173 of these pupils attend Warwickshire secondary schools, 248 attend Warwickshire primary schools and the remainder attend denominational schools maintained by other authorities.

3.7 Officers have contacted 24 shire authorities in England requesting details of their policies on transport to denominational schools. It is apparent that in comparison to other authorities, Warwickshire's policy is generous. Two authorities, Cambridge and Devon, require a financial contribution from the parent and most others will only assist if the child/family are practising members of the particular faith.

3.8 A consultation paper was sent out in January 2006 proposing to introduce a charge for transport to denominational schools for pupils who do not practise the faith of the school attended unless the school is the nearest appropriate school to the parental home. Pupils attending the school whose faith is confirmed by a minister of religion or other appropriate person (as identified

Warwickshire County Council

by the particular authority, e.g. Diocesan Schools Commission) would continue to travel free.

3.9   Members considered the responses. There were particular concerns raised by some Catholic schools and a detailed response from the Archdiocese of Birmingham. In order to bring more equity to the system, e.g. to treat parental preference for a denominational school the same as that for a Community or Foundation school, Members suggest that the proposed changes are adopted and phased in from September 2007.

3.10 Members noted the response of the Archdiocese of Birmingham which proposed that rather than establishing criteria demonstrating 'practice' of faith the focus should be on whether a child has been baptised into a faith.

3.11 The Task and Finish Group therefore proposed that the current policy of providing transport to denominational schools be changed so that provision is given only if a child is practising the faith of the school they are attending. For Catholic schools 'practising' will be regarded as being baptised into the Catholic faith. Similar criteria would be adopted for other faith schools in agreement with the appropriate bodies.

CLLR RICHARD GRANT
Chair – Children, Young People & Families
Overview and Scrutiny Committee

Shire Hall
Warwick

25 May 2006

Warwickshire
County Council

AGENDA MANAGEMENT SHEET

Name of Committee	**Cabinet**
Date of Committee	**15th June 2006**
Report Title	**Domestic Violence – A Strategy for Warwickshire**
Summary	The Domestic Violence Strategic Board, a partnership group supported by a number of agencies, has developed a 3 year strategy for Warwickshire to tackle Domestic Abuse, supported by a 12 month action plan which includes specific outcomes. This has already been endorsed by the five Crime & Disorder Reduction Partnerships in Warwickshire, as well as all the agencies involved in developing the strategy. In addition, the Community Safety Overview & Scrutiny Committee has reviewed and supported this strategy. The Cabinet is now asked to endorse this strategy so that it can be published as a public document to demonstrate the work that is being undertaken in Warwickshire.
For further information please contact:	Sonia Mayo Domestic Violence Manager Tel: 07795 236908 *soniamayo@warwickshire.gov.uk*
Would the recommended decision be contrary to the Budget and Policy Framework?	No.
Background papers	Executive Summary of Strategy attached Full copy of Strategy available from Sonia Mayo

CONSULTATION ALREADY UNDERTAKEN:-   Details to be specified

Other Committees	☒	Community Safety Overview & Scrutiny Committee supported......................................
Local Member(s)	☐	
Other Elected Members	☒	.Cllr John Haynes..
Cabinet Member	☒	..Cllr Richard Hobbs..

Warwickshire
County Council

Chief Executive	☐	....
Legal	☒	.Ian Mariott................................
Finance	☐	....
Other Chief Officers	☒	.William Brown
District Councils	☒	5 District & Borough Councils, through their CDRP's have endorsed this strategy
Health Authority	☐	....
Police	☒	Warwickshire Police were instrumental in developing this strategy, and have endorsed it
Other Bodies/Individuals	☒	Other agencies have also approved this document.

FINAL DECISION YES

SUGGESTED NEXT STEPS: Details to be specified

Further consideration by this Committee	☐	....
To Council	☐	....
To Cabinet	☐	……………………....................
To an O & S Committee	☐	....
To an Area Committee	☐	....
Further Consultation	☐	....

Warwickshire County Council

Cabinet - 15th June 2006.

Domestic Violence - A Strategy for Warwickshire

Report of the Strategic Director of Community Protection

Recommendation

That Cabinet endorse the Domestic Violence Strategy on behalf of the County Council.

1.0   Background

1.1   Domestic Abuse is a serious issue. Nationally, Domestic Abuse affects one in four women, and one in six men. It represents 25% of all violent crime figures. In Warwickshire we have a strong partnership approach to dealing with domestic abuse in all its forms – physical, psychological, sexual and financial. Central government, through Best Value Performance indicators, the National Community Safety Plan, CDRP targets and specifically in the Crime & Disorder Act 2004, requires domestic abuse to be targeted by local authorities working in partnership with key organisations.

1.2   Domestic Abuse is defined as any abuse between current or former partners in an intimate relationship, wherever and whenever it occurs. The abuse may be physical, sexual, emotional or financial.

1.3   In Warwickshire in 2004/5 there were a total of 3690 police incidents recorded. At an average cost to agencies of £19,000 per incident the cost in Warwickshire last year was approximately £70.1million.

1.4   The Local Government Association document "Local Government's role in tackling domestic violence" concludes that Local authorities have a corporate responsibility to deal with domestic violence by:
- Agreeing a corporate strategy to tackle domestic violence and meet the needs of the community (including setting budgets)
- Developing domestic violence employment policies for their staff
- Training relevant staff, both front-line and decision makers
- Providing publicity to raise awareness and increase access to local services.

In addition Home Office guidance on multi-agency working recommends that every authority publish a clear policy on domestic violence, which is understood and complied with by its entire staff.

2.0 Current Working in Warwickshire

2.1 In Warwickshire we already work in very effective partnerships to reduce the incidence of domestic abuse. There are close links between Warwickshire County Council, the District & Borough Councils, Warwickshire Police, the voluntary sector and so on.

2.2 We also have a Domestic Violence Strategic Board, chaired by the Children Young People & Families Department, with membership including Warwickshire County Council, Warwickshire Probation, Crown Prosecution Service, District and Borough Councils, Primary Care Trusts, Supporting People and voluntary sector organisations such as WDVSS and Safeline.

3.0 Warwickshire's Domestic Violence Strategy

3.1 In order to address the issues of domestic abuse, the Strategic Board has developed this 3 year multi-agency strategy to deliver and develop services through these partnerships, to ultimately reduce the incidence of Domestic Abuse in Warwickshire. An Executive Summary of the Strategy is attached at **Appendix A**. A full copy can be viewed on the Committee Administration System and on the Warwickshire Web.

3.2 This strategy's key aims are to:

- Prevent and reduce the incidents of domestic violence across Warwickshire, to reduce repeat victimisation and to protect victims and their children from violence

- Provide a sympathetic and appropriate supportive response to victims and their children from all agencies and consult with service users on the quality and appropriateness of services provided

- Work towards tackling repeat incidents by effectively working with perpetrators of domestic violence

These will be delivered through a 12-month action plan, with specific targets and outcomes, grouped into objectives around prevention, protection and justice, and support. This action plan (attached at **Appendix B**) will be overseen by the Strategic Board, and reviewed and updated annually.

4.0 Domestic Abuse Multi-Agency Team (DAMAT)

4.1 One of the key delivery models for this strategy is the Domestic Abuse Multi-Agency Team (DAMAT). This is a co-located multi-agency team comprising

Warwickshire
County Council

Warwickshire County Council and Warwickshire Police. We are currently undertaking a commissioning process to offer point of contact support for victims of abuse in Warwickshire. We also have close links with other agencies in Warwickshire, to whom we refer victims for ongoing support, refuge accommodation, and longer term counselling.

4.2 In the last three years the team has assisted 1396 new clients who were suffering abuse, helping them to move on and rebuild their lives in safety, as well as dealing with the perpetrators and helping the children who may have been affected. In addition we work in partnership with many other agencies to try to develop preventative measures to break the cycle of this abuse.

4.3 The team is funded from a variety of sources, including £100,000 per annum from the County Council to cover some of the running costs of the team, and two Social Workers; Warwickshire Police provide five staff to the team. Additional funds are granted from the District / Borough Councils in Warwickshire, Supporting People, and other grants as appropriate.

5.0 Recommendation

5.1 This strategy has been endorsed by the five CDRP's in Warwickshire, and all agencies involved in those groups have been very keen to ensure that the serious issue of domestic abuse is addressed in Warwickshire. The Community Safety Overview & Scrutiny Committee have recommended that Cabinet endorse this on behalf of the County Council.

WILLIAM BROWN
Strategic Director of
Community Protection

Shire Hall
Warwick

May 2006

Warwickshire
County Council

**Domestic Violence Strategy for Warwickshire
Executive Summary**

Aims

The aims of the strategy are to:

- Prevent and reduce the incidents of domestic violence across Warwickshire, to reduce repeat victimisation and to protect victims and their children from violence

- Provide a sympathetic and appropriate supportive response to victims and their children from all agencies and consult with service users on the quality and appropriateness of services provided

- Work towards tackling repeat incidents by effectively working with perpetrators of domestic violence.

These will be delivered through a series of strategic and operational objectives, supported by a 12-month action plan. These objectives are grouped into prevention, protection and justice, and support.

Strategic Objectives

- Increased awareness in all the communities in the County
- Agencies know the extent and impact of the problem and have aligned policies and procedures to respond appropriately
- Appropriate, accessible, timely and co-ordinated multi-agency responses and support for all victims and children who need it
- Protection and appropriate use of criminal and civil remedies
- Accommodation that is appropriate and timely
- Resettlement for victims and their children
- Appropriate treatment of perpetrators.

Operational Objectives

The operational objectives of this strategy have been grouped into three categories, Prevention, Protection & Justice, and Support, and support the strategic objectives in Warwickshire. These elements are reflected in the supporting action plan.

Prevention
- To have a strategic overview of Domestic Violence in the county
- To ensure best practice is investigated from local, national and international sources and considered for implementation locally in order to continuously develop services
- To increase awareness of Domestic Violence

- To encourage reporting of incidents of domestic violence, especially from the hard-to-reach groups such as black and ethnic minority communities, gay and lesbian communities and disabled people
- To promote multi-agency and single agency training
- Encourage partner agencies to adopt their own domestic violence policy
- To ensure challenging targets are set and targets achieved.

Protection & Justice
- To work to reduce repeat victimisation, offending and re-offending
- To encourage the criminal justice agencies to increase the number of incidents of prosecution of perpetrators where appropriate.

Support
- To support joint partnership and multi-agency work and share information
- To provide assistance to victims and their children and refer or provide effective services as necessary and provide a plan for the safety of victims and their children
- To ensure the accurate monitoring of data, using such data to continuously improve services to victims
- To engage with service users to obtain feedback regarding the services provided.

The Strategy will be overseen by the Domestic Violence Strategic Board, with ownership of the specific actions agreed by the appropriate agencies.

Domestic Violence – A Strategy for Warwickshire
12 Month Action Plan 2006/7

This action plan has been produced to support the 3-year Domestic Violence Strategy for Warwickshire. The actions outlined here directly link to the strategic and operational objectives in 3.1 and 3.2 of the Strategy. This action plan will be reviewed on an annual basis.

	Aim	Action	Accountability	Delivery through	Timescale	Outcomes
1.	**Ensure best practice is investigated from local, national and international sources and considered for implementation locally in order to continuously develop services**	To research Best Practice	Strategic Board	DV Manager	To each board meeting	At least 3 examples of best practice brought forward to the board each year.
2.	**Increase awareness of DV**	Develop campaigns for public awareness	Strategic Board	DV Manager	March 2007	Evidence of 2 campaigns
		Maintain and promote Domestic Violence website, accessible to public and professional agencies.	DV Manager	DV Manager	March 2007	Increased public awareness measured through WCC 'satisfaction survey', and other surveys as appropriate.

	Aim	Action	Accountability	Delivery through	Timescale	Outcomes
3.	**Address Barriers to Partnerships & tackle Hard to reach groups**	Develop services to meet the needs of under represented groups (e.g. Terrence Higgins Trust, BME organisations, ESW travellers liaison worker, vulnerable adults, drug & alcohol issues)	Strategic Board	Board members	March 2007	Audit of gaps completed to inform development of services
4.	**Promote multi and single agency training**	Promote DV and work with agencies to ensure that training is on their agenda	Strategic Board	DV Manager	December 2006	Staff dealing with DV in agencies are adequately trained to deal with victims. List of training available to all agencies
					March 2007	Audit undertaken of gaps in training
5.	**Encourage partner agencies to adopt their own domestic violence policy**	Develop guidance on how to develop a DV Policy, including a policy for employers.	Strategic Board	DV Manager	March 2007	Employer policy presented to WCC for consideration / adoption.
6.	**To work to reduce repeat victimisation, offending and re-offending**	Police to develop and strengthen own policies and procedures to map offenders	Police	Police	End March 2007	Identify all persistent perpetrators in the last 12 months and reduce numbers by 5%.

	Aim	Action	Accountability	Delivery through	Timescale	Outcomes
		Ensure that appropriate referrals are made to Integrated Domestic Abuse Programme	Police	Probation	March 2007	4 completions on the programme in 12 months
		Carry out research on reducing repeat victims, aiming to reduce the number of incidents before victims need to access services	Strategic Board	DV Manager	December 2006	Report to the board produced, with recommendations for implementing improvements for victims, including reducing the number of incidents before accessing services
7.	**To encourage the criminal justice agencies to increase the number of incidents of prosecution and/or caution of perpetrators where appropriate.**	Consult with Criminal Justice agencies and other relevant agencies around Specialist DV Courts	Strategic Board	CPS / Magistrates / Police	March 2007	Agreement from relevant agencies to set up Specialist DV Courts Training completed for key stakeholders
		Research resource needs for a voluntary perpetrator programme, and develop a sustainable delivery model	Strategic Board	Commissioned Service Providers	March 2007	Sustainable voluntary perpetrator programme in place and running regularly

	Aim	Action	Accountability	Delivery through	Timescale	Outcomes
8.	**To provide assistance to victims and their children and refer or provide effective services as necessary and provide a plan for the safety of victims and their children.**	Identify needs and barriers to services of individuals and agencies requiring advice and support, and develop a sustainable delivery model	Strategic Board	DV Manager	December 2006	Sustainable advice and guidance easily available to agencies and individuals, to ensure timely and appropriate response / referrals Point of crisis services in place
		Ensure accessible services available to victims of abuse	Strategic Board	Warwickshire County Council	March 2007	5% increase in number of people accessing DV services in Warwickshire for advice
		Developed awareness in young people of DV	Strategic Board	Education Department	March 2008	Raise awareness with young people of domestic violence
		Needs analysis of housing undertaken	Strategic Board	Supporting People	March 2007	Sufficient and suitable accommodation available across Warwickshire
9.	**To support joint partnership and multi-agency work and share**	Undertake a stock take of current DV services	Strategic Board	DV Manager	June 2006	Identify what services are provided, and what gaps in service exist.

	Aim	Action	Accountability	Delivery through	Timescale	Outcomes
	information.	Review partner agencies' DV Strategies	Strategic Board	DV Manager	March 2007	Agencies are delivering DV services as outlined in their own strategies.
		Sharing of information protocol in place and working	Strategic Board	DV Manager	March 2007	Information is shared between agencies.
10.	**To ensure the accurate monitoring of data, using such data to continuously improve services to victims**	Regular analysis of data produced and reporting to prioritise activities and reduce incidents.	Strategic Board	DAMAT	March 2007	Data analysed and monitored to inform future decision making and prioritisation.
11.	**To engage with service users to obtain feedback regarding the services provided**	Regularly survey user satisfaction with services.	All agencies	DV Manager	Quarterly reports	Ensure that service users inform the development of service provision.
		Look at best practice in service user involvement	Strategic Board	DV Manager	March 2007	Service user engagement / feedback mechanisms agreed

AGENDA MANAGEMENT SHEET

Name of Committee	**Cabinet**
Date of Committee	**15th June 2006**
Report Title	**Risk Assessment of the County Council's Strategic Priorities**
Summary	The paper presents the reassessment by Strategic Directors of the strategic risks to the delivery of the County Councils priorities, with proposed actions to mitigate the risks where necessary. This is part of the Council's Business Planning process.
For further information please contact:	Susan Littlewood Corporate planning Manager Tel: 01926 412753 susanlittlewood@warwickshire.gov.uk
Would the recommended decision be contrary to the Budget and Policy Framework?	No.
Background papers	Corporate Business Plan 2006-9 (on this agenda)

CONSULTATION ALREADY UNDERTAKEN:- Details to be specified

Other Committees	☐	....
Local Member(s)	☐	....
Other Elected Members	☐	....
Cabinet Member	☐	Cllr Alan Farnell, Cllr Peter Fowler, Cllr David Booth, Cllr Hicks, Cllr Atkinson............
Chief Executive	☐	....
Legal	☐	....
Finance	☐	....
Other Strategic Directors	☒	SDMT 2nd Nov 2005
District Councils	☐	....

Warwickshire County Council

Health Authority	☐	....
Police	☐	....
Other Bodies/Individuals	☒	Corporate Policy Reference Group (workshop September 2005), Corporate Risk Management Group

FINAL DECISION   YES

SUGGESTED NEXT STEPS: Details to be specified

Further consideration by this Committee	☐	....
To Council	☐	....
To Cabinet	☐	....
To an O & S Committee	☐	....
To an Area Committee	☐	....
Further Consultation	☐	....

Warwickshire County Council

Agenda No

Cabinet - 15th June 2006.

Risk Assessment of the County Council's Strategic Priorities

Report of the Strategic Director of Performance and Development

---

Recommendation

That the Cabinet endorse the summary of strategic risks facing the County Council in delivering its objectives and the actions to mitigate them where necessary

---

1. Background

1.1 Risk Management is a fundamental part of the Council's planning process. Each year Chief Officers carry out an evaluation of the strategic risks facing the Council, in the context of the organisation's strategic objectives, as set out in the developing Corporate Business Plan.

2. Our Strategic Risk Management Process

2.1 A Strategic Risk Assessment is undertaken as part of the Council's corporate business planning process. The purpose of this is to understand the potential risks, which could get in the way of the Council delivering its strategic objectives, and to consider what actions we might take to reduce the risk.

2.2 In September 2005, the Corporate Policy Reference Group reviewed the risk assessment, which had been carried out with the assistance of Zurich Municipal the previous year. This was agreed by the Strategic Directors in November 2005. Nine risks were considered as priority for further action. The likelihood of risks in relation to HR, Resource Availability, and the National Agenda were assessed as having increased, while those relating to Service Delivery and Collective Working had decreased. Actions have been planned to alleviate the risks where these are considered to be too high (above the line). These are shown in Appendix 1, with the Directorate responsible for leading on the work, identified. In addition, all Directorates are required to consider what action they need to take regarding these risks, as part of their own risk assessments. The three risks with actions considered to be below the line are shown in Appendix 2.

2.3 The Council's performance reports are presented to Strategic Directors and Cabinet twice a year. This allows a view to be taken on whether any aspects of current performance pose significant risk to the delivery of the Council's objectives. Should that be the case, appropriate action is agreed.

2.4 All Council departments have a significant responsibility to deliver on the actions specified. But to ensure action is driven forward a lead department is identified for each

3. Next Steps

3.1 Cabinet is asked to:

    a)   Consider the Strategic Risk Register and agree the list of risks identified by Strategic Directors

    b)   Endorse the actions proposed to mitigate these risks

DAVID CARTER
Strategic Director of
Performance and
Development

Shire Hall
Warwick

15 May 2006

Warwickshire
County Council

WCC Strategic Risk Register – Reviewed for 2006/7

1.	Community Leadership	Actions to alleviate risk	Lead Directorate
	The role of WCC is to provide Community Leadership to the County of Warwickshire through a democratically elected process. The risk would be that the Council fails to offer the community and political leadership required	• Implement the new officer structure for the County Council, with Strategic Directors providing a focus for leadership, and with service heads with clear accountabilities.	Performance & Development
		• Develop new ways of working by elected members as community leaders	Performance & Development
		• Implement the plans for partnership working in WCC's Modernisation Agenda, to lead the delivery of beneficial outcomes for Warwickshire by promoting partnership working with key Warwickshire organisations.	Performance & Development
2.	**Economic and Social Divisions:**	**Actions to Alleviate Risk**	**Lead Directorate**
	There are economic and social divisions within the county. For example, there are pockets of severe deprivation in the North and it is the Council's policy to achieve the fastest improvement for the most deprived. The risk would be that the differences between different areas and groups in the County are not managed effectively.	• Extend the council's research work to provide relevant social and performance analysis, which is used to inform planning; and resource allocation to and within Directorates. • Implementation of a CYPP based on social analysis. • Implement equalities assessment plans in	Environment & Economy Resources And Performance & Development Children, Young People & Families Performance & Development

Warwickshire
County Council

		all strategic directorates.	All Directorates
3.	**Human Resources:**	**Actions to Alleviate Risk**	**Lead Directorate**
	The delivery of Warwickshire County Council's agenda is dependent on the availability of a wide range of appropriate staff, both now and in the future. The risk would be that the Council does not have the right skills in places at the right time.	• Further develop and implement our corporate workforce strategies.	Performance & Development Children, Young People & Families (teacher workforce development)
4.	**Resource Availability**	**Actions to Alleviate Risk**	**Lead Directorate**
	WCC has constraints on the funding available to deliver services. Key issues include: Capping and affordability The need to achieve efficiency savings, and savings through procurement The impact of single status The risk would be that the Council has insufficient resources to achieve what it wants to achieve.	• Implement procedures to move towards a more value-based resource allocation model, as part of the further development of medium term financial planning. • Maximise resources through partnership working, for example through integrated commissioning, with more focused evaluation. • Continue to undertake annual risk assessment as part of the Budget preparation. • Carry out equal pay review	Resources Adult, Health & Community Services and Children, Young People & Families Resources Performance & Development
5.	**National Agenda:**	**Actions to Alleviate Risk**	**Lead Directorate**
	Warwickshire County Council is subject to continuous change and	• Develop a strategic local agenda with a	Performance & Development

Warwickshire County Council

	improvement agendas set by national government priorities, and is required to deliver. The risk would be that the Council fails to respond effectively to change driven by central government.	raised profile relative to the national agenda. • Take opportunities to challenge the national agenda where this conflicts with Warwickshire's ability to deliver its priorities.	All Directorates
6.	**Collective Working:**	**Actions to Alleviate Risk**	**Lead Directorate**

	WCC is a large, complex and diverse organisation with a variety of disparate services, skills and departments.
	The risk would be that the Council does not realise the benefits of collective working across services.
		• Implementation of the modernised WCC structure which promotes thematic rather than directorate planning, and seamless access.
		
		   o Creation of one organisation working towards common goals as part of the culture/ways of working modernisation project workstream
		
		   o Establish HR practices, policies and procedures which align with the principles of 'one organisation'.
			Performance & Development

7.	**ICT:**	**Actions to Alleviate Risk**	**Lead Directorate**
	ICT sits at the heart of the delivery of priorities and services from WCC. The risk would be that the Council implements inappropriate or inadequate systems.	▪ Develop a formal ICT programme to support the medium and long-term vision of the Modernised County Council.	Resources

Warwickshire
County Council

			Resources
		▪ Develop a formal ICT Strategy document as identified by the ICT Strategic review signed off by the organisation in December 2005	Resources
8.	**Partnerships:**	**Actions to Alleviate Risk**	**Lead Directorate**
	In order to deliver on key priorities the Council is required to create partnerships and work constructively with many partners. The risk would be that the Council does not work effectively in partnerships to deliver key outcomes.	• Develop the Warwickshire Local Area Agreement (LAA) • Implement the action plan resulting from the review of the Council's working with the voluntary and community sector • Improve further our relationship with town and parish councils • Develop new partnerships with clear targets for Children and Young People, Older People and Health, and Community Safety	Performance & Development Performance & Development Performance & Development CYP&F AH&C Community Protection
9.	**2006/07 Additional Risk**	**Actions to Alleviate Risk**	**Lead Directorate**
	Flu pandemic information is that we must assure for 33% of staff to be absent during the first 15 week phase. The risk is to maintaining adequate levels of key personnel.	• Produce and implement action plans following advice from the Coventry and Warwickshire	Community Protection All Directorates

Warwickshire County Council

		Pandemic Flu Committee. Complete corporate and directorate business continuity plans and ensure that they identify key personnel and processes, and that plans are adequately resourced. • Update emergency plans and review budget reserves.	to consider in their own risk assessments Performance & Development Community Protection

These Risks were considered but rated as "below the line"

10.	Service delivery	1.	Reason for lower risk rating
	The Council provides high risk/high profile services and service failure could have very serious effects. The risk would be that there us a high profile incident/serious service failure.		Improvements in risk management across the Council
11.	Governance and Probity:	2.	Reason for lower risk rating
	WCC is bound by strict codes of corporate governance and probity and is required to work within the law. The risk would be that the Council fails to comply with appropriate standards of governance and probity		Work on awareness levels and on-going auditing and monitoring continues to mitigate this risk.
12.	New Ways of Working Project:	3.	Reason for lower risk rating
	The County Council is progressing a major change project involving significant structural change to the organisation. The risk is failure to achieve deliver the project.		We already have in place • Programme management applied to the delivery of the new ways of working project. • Clear objectives defined for the project. • A risk management process has been built into the programme design

Warwickshire
County Council

AGENDA MANAGEMENT SHEET

Name of Committee	**Cabinet**
Date of Committee	**15th June 2006**
Report Title	**Recycling Credits**
Summary	The report details rates for recycling credits for 2006/07 and recommends arrangements for paying certain third parties recycling credits.
For further information please contact	Roy Burton Waste Management Tel. 01926 412593 royburton@warwickshire.gov.uk
Would the recommended decision be contrary to the Budget and Policy Framework?	~~Yes~~/No
Background Papers	Statutory Instrument 2006, No 743, The Environment Protection (Waste Recycling Payments) Regulations 2006. Guidance on the Recycling Credit Scheme DEFRA April 06. Statutory Instrument 2004 No. 3212, The Landfill Allowances and Trading Scheme (England) Regulations 2004

CONSULTATION ALREADY UNDERTAKEN:-   *Details to be specified*

Other Committees   ☐   ....

Local Member(s)   ☐   ....
(With brief comments, if appropriate)

Other Elected Members   ☒   Councillor K Browne   )
                                                   Councillor Mrs E Goode   )   for information.
                                                   Councillor Mrs J Lea   )

Cabinet Member   ☒   Councillor M Heatley – recommends the report to
(Reports to The Cabinet, to be cleared with   Cabinet
appropriate Cabinet Member)

Chief Executive   ☐   ....

Warwickshire
County Council

Legal	[X]	I Marriott – comments included.
Finance	[X]	V Rennie – comments noted.
Other Chief Officers	[ ]	....
District Councils	[X]	Warwick District Council –happy with level of recycling credit proposed.
Health Authority	[ ]	....
Police	[ ]	....
Other Bodies/Individuals	[ ]	....

FINAL DECISION **YES/~~NO~~** *(If 'No' complete Suggested Next Steps)*

SUGGESTED NEXT STEPS :

Details to be specified

Further consideration by this Committee	[ ]	....
To Council	[ ]	....
To Cabinet	[ ]	....
To an O & S Committee	[ ]	....
To an Area Committee	[ ]	....
Further Consultation	[ ]	....

Warwickshire County Council

Cabinet - 15th June 2006

Recycling Credits

Report of the Strategic Director for
Environment and Economy

Recommendation

That the arrangements for Third Parties be those detailed in paragraph 3.8.

---

1.   Introduction

1.1   On 8th December 2005 Cabinet approved a response to a DEFRA consultation document on proposals to change the way recycling credits are calculated.

1.2   DEFRA has now published Regulations which apply from 6th April 2006 and which detail the new method of calculation.

1.3   The report also reviews the policy for paying third parties for recycling and re-use.

2.   Recycling Credits – Rates from 6th April 2006

2.1   **Appendix A** details the basis for calculating recycling credits. The rates are detailed in Table 1 below:-

Table 1

District	Recycling Credits for 2005/06 £/tonne	Recycling Credits for 2006/07 £/tonne
North Warwickshire	36.95	34.23
Nuneaton and Bedworth	37.50	37.50
Rugby	31.73	29.31
Stratford on Avon	29.11	31.00
Warwick	37.50	37.50

2.2   As can be seen from the table, for two Districts, the calculated credit is less than that for 2005/06.   The legislation does not give the County Council any discretion to increase the amount of the credit. However, the late publication of

Warwickshire
County Council

the Regulations on 31st March 2006 means that these two authorities have had no opportunity to make any adjustments in response to the reduced rate. The basis for calculating recycling credits changes again next April and will be based on a county-wide average disposal cost rather than the disposal cost for the district or borough concerned. Therefore, it is proposed that for this current transitional year only, an amount equal to the likely reduction in credits payable to these two authorities be earmarked to support recycling projects in their respective areas which are of particular value and might otherwise be jeopardised.

2.3   Under section 49 of the Clean Neighbourhoods Act 2005 any District Council undertaking re-use will be also be entitled to recycling credits for that activity at the rates detailed in the table.

2.4   The cost of Recycling Credits to the County Council will be about £1 million in 2006/07. In addition, a bonus of £100,000 will be paid to the District Councils (£20,000 per District) if an additional 1,000 tonnes is recycled (excluding green waste) in 2006/07 compared with 2005/06. The funding is from the PSA1 Performance Reward Grant. Reduced payments will be made if a District does not achieve its individual share of the 1,000 tonnes.

3.   Recycling Payments to Third Parties

Introduction

3.1   When the new regulations were issued DEFRA also published guidance with respect to the payment of recycling credits to "third parties". Third parties are any person or organisation, other than district /borough, who helps divert household waste towards recycling. Such bodies are usually found in the voluntary and community sector. Some of the issues were discussed in the consultation paper and in the report to Cabinet of 8th December 2005. In view of the new guidance it is considered appropriate to review the circumstances under which the Council pays credits to Third Parties and the rate for the credit.

Current Payments

3.2   The Council has the power to pay third parties recycling credits but unlike Districts Councils it is not a statutory duty. At the present time recycling payments are made to a small number of local organisations and one national organisation. The organisations are the Trefoil Guild, Nuneaton, Clinton Combined School, Kenilworth, Rokeby School, Rugby and the Woodland Trust. The total paid is small, and rarely exceeds £5,000 per annum, and is based on the credit paid to the District Councils less the landfill tax element. Payments to the Woodland Trust arise from the national Christmas card recycling scheme.

Other Schemes

3.3   The Council also supports number of charitable organisations in their recycling/re-use efforts including Shakespeare Hospice at Burton Farm, Action 21 at Princes Drive, "Goods Again" at Onley and the "Second Chance" furniture recycling scheme at Nuneaton. When these schemes were set up the

Council's financial or other input was agreed as part of their development and these arrangements are not being reviewed as part of this report. However, if a District Council takes items for re-use to the latter two, then it will be entitled to a re-use credit which the District Council could pass on to the scheme.

Charity Shops

3.4   At the moment recycling credits are not paid to charity shops. Credits are not available in respect of second hand goods sold by such shops but could be made available in respect of waste generated by the shop which is sent for recycling. This issue was previously fully considered in a report to Cabinet of 14th October 2004. Cabinet approved the payment of credits to charity shops subject to the Budget pressure being agreed for the following financial year, but this was not agreed. Paying credits to charity shops could cost up to £50,000 per annum.   It is not considered that it would lead to additional recycling or re-use, but merely subsidise the existing operations, and it is difficult to see why charity shops should be treated more favourably than other shops.

DEFRA Guidance

3.5   The Government expects waste disposal authorities to be "predisposed" towards paying credits to third parties but at the same time reminds them of their duties to maximise the potential of their budgets and obtain value for money. The new guidance states that the Secretary of State would consider it reasonable for a waste authority not to pay credits to third parties if arrangements already existed for recycling the waste in the area in which the third party would operate and the operation would conflict with the waste management strategy. However, the guidance also states that it would be considered unreasonable for an authority to avoid paying credits to third parties where their activity made a measurable contribution to increasing reuse, recycling or diversion from landfill and supported delivery of the waste management strategy. The guidance also states that authorities will need to determine if there are other circumstances where it would be reasonable not to pay credits to third parties, taking into account other measurable social and economic benefits in accordance with their best value obligations.

Options

3.6   It is considered that all District areas are now well served by District/County recycling schemes and there is no need for support by the type of third parties detailed in paragraph 3.2, who recycle the same materials as the District Councils. However, it could also be argued that the small number of third party schemes do contribute to our recycling performance and that we should encourage their work. As regards the value of credits paid to third parties, we currently exclude the landfill tax element but the legislation now requires the credit for third parties to be at the same rate as that paid to District Councils.

Recording Landfill Diversion

3.7   A recent problem has arisen with respect to recording landfill diversion. All recycling and other waste tonnages are required to be logged quarterly with the

Warwickshire
County Council

Environment Agency under the requirements of regulations to the Waste and Emissions Trading Act 2003. Failure to comply can result in a fine and late inputs are not permitted. The DEFRA software system used to record this information will also be used to record Best Value performance Indicators. Therefore, any claims for recycling credits must be submitted within the required timescale otherwise the Council will be spending money on recycling without getting the performance benefit.

Proposals

3.8   The following is proposed:-

(i)   Recycling credits are not paid to the organisations listed in paragraph 3.3 or in respect of waste arising from charity shops.

(ii)   The Strategic Director for Environment and Economy is authorised to agree to pay recycling credits to other third parties whose applications:

a)   support delivery of the Joint Municipal Waste Strategy;

b)   avoid duplication of effort;

c)   offer verifiable and significant local social, economic or environmental benefits;

if he is satisfied that in all the circumstances payment would be in accordance with best value principles.

3.9   With respect to 3.8(ii), the Strategic Director will formulate criteria and prepare guidance for applicants on the processes and criteria for third parties considering applying for recycling credits.

JOHN DEEGAN
Strategic Director for Environment and Economy
Shire Hall
Warwick

31st May 2006

Warwickshire
County Council

Cabinet - 15th June 2006

Recycling Credits

SI 2006 No.743 states that the recycling credit shall be calculated at a cost per tonne equal to the authority's average cost per tonne for the disposal of similar waste at the relevant date, using the authority's most expensive disposal method for waste collected in the relevant recycling area. The relevant date is 31st March 2006 and the relevant recycling area is the area of the District Council. As at 31st March 2006 the situation in each District was:

District	Disposal sites used and rates	Most expensive disposal method	Average Rate £/tonne
North Warwickshire	Judkins Landfill £36.95 Wilnecote Landfill £31.50	Landfill	34.23
Nuneaton and Bedworth	Judkins Landfill £36.95 Coventry EfW plant £37.50	Incineration	37.50
Rugby	Ling Hall Landfill £26.89 Bubbenhall Landfill £31.73	Landfill	29.31
Stratford on Avon	Ufton Landfill £31.00	Landfill	31.00
Warwick	Coventry EfW plant £37.50 Bubbenhall Landfill £31.73	Incineration	37.50

Warwickshire County Council

AGENDA MANAGEMENT SHEET

Name of Committee	**Cabinet**
Date of Committee	**15th June 2006**
Report Title	**Warwickshire Quality Rail Partnership Station Improvements**
Summary	A Warwickshire Quality Rail Partnership (Station Improvements) would provide an opportunity for the County Council to formalise partnership working with Network Rail, Central Trains, Chiltern Railways, Virgin Trains (West Coast) and Virgin Trains (Cross Country). It is envisaged that the Partnership would be able to deliver improvements to station facilities more effectively than if each organisation worked in isolation.
For further information please contact	Daniel Caldecote Transport Planning Unit Tel. 01926 735665 danielcaldecote@warwickshire.gov.uk
Would the recommended decision be contrary to the Budget and Policy Framework?	~~Yes~~/No
Background Papers	

CONSULTATION ALREADY UNDERTAKEN:-   *Details to be specified*

Other Committees   [ ]   ....

Local Member(s)   [ ]   ....
(With brief comments, if appropriate)

Other Elected Members   [X] Councillor K Browne
                              Councillor Mrs E Goode } for information
                              Councillor Mrs J Lea

Cabinet Member   [X] Councillor M Heatley – commends the report to
(Reports to The Cabinet, to be cleared with   Cabinet
appropriate Cabinet Member)

Chief Executive   [ ]   ....

Legal	☒	I Marriott - agreed
Finance	☐	....
Other Chief Officers	☐	....
District Councils	☐	....
Health Authority	☐	....
Police	☐	....
Other Bodies/Individuals	☐	....

FINAL DECISION   YES/~~NO~~   *(If 'No' complete Suggested Next Steps)*

SUGGESTED NEXT STEPS :

Details to be specified

Further consideration by this Committee	☐	....
To Council	☐	....
To Cabinet	☐	....
To an O & S Committee	☐	....
To an Area Committee	☐	....
Further Consultation	☐	....

Warwickshire County Council

Cabinet – 15th June 2006

Warwickshire Quality Rail Partnership
Station Improvements

Report of the Strategic Director for
Environment and Economy

Recommendation

That Cabinet approves the proposed Warwickshire Quality Rail Partnership (WQPR) Station Improvements with details of the Partnership to be acceptable to the Strategic Director for Environment and Economy and the Strategic Director of Performance and Development.

---

1. Introduction

1.1 Travel by rail is an important mode of travel in Warwickshire. The overall trend in the numbers of rail passengers in Warwickshire is one of sustained growth. Commuting and business travel to the West Midlands Conurbation and Coventry form a substantial element of rail travel in the County (20% of peak journeys to Birmingham are by rail) with peak trains into the West Midlands carrying large numbers of passengers from a wide range of socio-economic groups. For some communities in Warwickshire, trains provide an essential socially necessary service as rail is the only form of regular public transport available.

1.2 The effectiveness of rail transport is compromised if there are difficulties in physically accessing what is provided, and if personal security and comfort are a concern to passengers.

1.3 Currently, responsibilities for the maintenance of the rail network, provision of rail services and promotion of rail as a mode of transport in Warwickshire are split between a number of organisations, namely:-

   (i)   Network Rail

   (ii)   Train Operating Companies (such as Central Trains, Chiltern Railways and Virgin Trains)

   (iii) Warwickshire County Council

1.4   The number of stakeholders involved can mean improvements at rail stations are difficult to achieve. This situation is not helped by the stakeholders' different objectives, timescales, and budgets.

2.   A Warwickshire Quality Rail Partnership (Station Improvements)

2.1   A Warwickshire Quality Rail Partnership (WQRP), Station Improvements as set out in the draft attached as **Appendix A** would provide an opportunity for the County Council to strengthen partnership working with Network Rail, Central Trains, Chiltern Railways, Virgin Trains (West Coast) and Virgin Trains (Cross Country).
[The draft is attached for Cabinet members only. A copy may be viewed on the Committee Administration System and on the Warwickshire Web].

2.2   The Partners in the WQRP will be:-

(i)   Network Rail
(ii)   Warwickshire County Council
(iii)   Central Trains
(iv)   Chiltern Railways
(v)   Virgin Trains (West Coast)
(vi)   Virgin Trains (Cross Country)

2.3   It is envisaged that the WQRP would be able to deliver improvements to services and station facilities more effectively due to:

(i)   The establishment of the Partners' shared priorities;

(ii)   The coordination of Partners' schemes so that value for money can be maximised;

(iii)   The pooling of funding resources;

(iv)   The pooling of delivery resources; and

(v)   The coordination of Partners to exploit opportunities for funding from third parties – for example from the Department for Transport.

2.4   The Partners have established some initial shared priorities and this has resulted in:-

(i)   A programme of schemes and measures for the financial year 2006-2007, as set out in Appendix IV of the draft WQRP; and

(ii)   An initial number of further schemes for the next five years, as set out in Appendix V of the draft WQRP.

2.5   Partners' own schemes have been included within Appendices IV and V of the draft WQRP. This includes Network Rail's locations of proposed station maintenance and renewal works as these could, in some cases, provide the starting point of schemes which optimise value for money.

Warwickshire
County Council

2.6   The delivery of WQRP schemes may sometimes depend on strategic decisions which are taken in the context of the national rail network. In these circumstances, the timescales for the WQRP schemes will be flexible to take advantage of opportunities as they arise.

3.   Initial Successes

3.1   In advance of the WQRP and reflecting the Partners' willingness to work together, Warwickshire County Council has recently worked in partnership with Central Trains and Chiltern Railways to deliver the following improvements:

(i)   Stratford-upon-Avon: Customer Information System
(ii)   Stratford-upon-Avon: Automated PA to provide passengers with audible announcements
(iii)   Henley-in-Arden: Automated PA to provide passengers with audible announcements
(iv)   Warwick: A shelter on the Birmingham bound platform
(v)   Warwick: Stairway roof extension on the London bound platform
(vi)   Leamington Spa: Subway lighting upgrade
(vii)   Leamington Spa: Improvements to cycle facilities - new cycle lockers, cycle stands and cycle stand shelters
(viii)   Hatton: 4 additional CCTV cameras
(ix)   Lapworth: 2 additional CCTV cameras

4.   Recommendation

4.1   A Warwickshire 'Quality Rail Partnership' would provide an opportunity for the County Council to formalise joint working with Network Rail, Central Trains, Chiltern Railways, Virgin Trains (West Coast) and Virgin Trains (Cross Country). The Partnership would be able to deliver improvements to station facilities more effectively. Therefore, it is recommended that Cabinet approve the proposed Warwickshire 'Quality Rail Partnership'.

JOHN DEEGAN
Strategic Director for Environment and Economy
Shire Hall
Warwick

30th May 2006

Warwickshire
County Council

WARWICKSHIRE QUALITY RAIL PARTNERSHIP

(STATION IMPROVEMENTS)

**Network Rail
Central Trains
Chiltern Railways
Virgin Trains
&
Warwickshire County Council**

Warwickshire Quality Rail Partnership

1.   The Demand for Rail Travel in Warwickshire

1.1   Travel by rail is an important mode of travel in Warwickshire. Commuting and business travel to the West Midlands Conurbation and Coventry form a substantial element of rail travel in the County with peak trains into the West Midlands carry large numbers of passengers from a wide range of socio-economic groups. There is also significant use of rail for commuting and business travel to London and the South East. Rail journeys for retail, leisure and social activities is also growing. In some areas of Warwickshire, trains provide an essential socially necessary service as rail is the only form of regular public transport to some communities.

1.2   The overall trend in the numbers of rail passengers in Warwickshire is one of sustained growth with rail travel becoming increasingly important. In particular:

- 13% increase in rail journeys to, from or within Warwickshire since 2002;
- 21% increase in rail journeys from Warwickshire to West Midlands since 2002;
- 20% of peak journeys to Birmingham are by rail;
- 100% increase in Chiltern Railways' passengers since 1996; and
- 100% increase in Virgin Cross Country passengers since 1994.

2.   Rail Stakeholders in Warwickshire

2.1   The Partners to this agreement are:

2.2   Network Rail (NR), which is a private company limited by guarantee, manages Britain's railways. They are responsible for the operation, maintenance and renewal of Britain's rail infrastructure - the tracks, signals, bridges, viaducts, level crossings, tunnels and stations.

2.3   Warwickshire County Council (WCC) is the transportation authority for the county of Warwickshire. It has and continues to place a high priority on rail in delivering its integrated transport policy and has made and is proposing substantial investments in providing improved rail facilities. The County Council has worked in the past with Network Rail, Central Trains and Chiltern Railways and would like to strengthen these relationships further. The vision of Warwickshire County Council's Passenger Rail Strategy is;
'An affordable, accessible, safe, convenient, environmentally friendly and integrated network of rail services, capable of attracting an increasing market share for rail thereby contributing to the achievement of the objectives in the Warwickshire's Local Transport Plan 2005'.

2.4   The Central Trains (CT) franchise is operated by National Express Group and provides a significant proportion of local services in Warwickshire, namely;

- Birmingham - Stratford-upon-Avon;
- Birmingham - Coventry - Rugby – Northampton;
- Coventry – Nuneaton;
- Birmingham – Nuneaton - Leicester;
- Birmingham – Tamworth and
- Stafford - Nuneaton. This franchise includes responsibility for the majority of the stations in Warwickshire.

Central Trains also provide an inter-regional network centred on Birmingham. Destinations include Cardiff, East Midlands, Liverpool and Stansted Airport.

2.5   The Chiltern Railways (CR) franchise which is operated by M40 Trains and provides services from London Marylebone to Birmingham , Stourbridge and Kidderminster, and the majority of services between Leamington Spa and Birmingham Snow Hill, calling at Warwick, Warwick Parkway and Hatton and Lapworth. Responsibility for the management of these stations is included in the franchise. Chiltern also operates the London Marylebone to Stratford-upon-Avon service which calls additionally at Claverdon, Bearley and Wilmcote. The Franchise includes a fast service between London - Banbury - Birmingham, which is an alternative to the West Coast Main Line services, local stopping services between Leamington Spa and Birmingham and between Leamington Spa and Stratford upon Avon.

2.6   The West Coast Main Line (WCML) franchise is operated by Virgin Trains West Coast (VTWC) and provides services through Rugby and Nuneaton, the only electrified line in Warwickshire, providing high speed services from London Euston to Birmingham, the North-West and Scotland. Responsibility for the management of Rugby and Coventry stations is included in the franchise.

2.7   The Cross Country (XC) franchise is operated by Virgin Trains Cross Country (VTXC) and provides services centred on Birmingham. Trains calling at Leamington Spa provide direct journeys to the South Coast, North-West England, North East England and Scotland with connections at Birmingham to the South-West. These services provide a particularly valuable facility for passengers as 'through' journeys avoid a change of trains at Birmingham New Street. These services also cater for important local movements between Oxford - Banbury - Leamington Spa - Coventry – Birmingham.

2.8   Warwickshire County Council's Passenger Rail Strategy policies are set out in Appendix I.

3. Stations in Warwickshire

3.1 Appendix II lists all railway stations in Warwickshire along with the Train Operating Company (TOC) that is responsible for that station.

4. Aspirations for Station Facilities

4.1 The Partners wish to see the following minimum good quality facilities adequate for the likely demand at all stations:

- Waiting Shelters
- Platform Lighting and Security
- Passenger Help Point
- Disabled Access
- Static Timetable Displays
- Electronic Real Time Passenger Information Displays
- Cycle Parking
- Car Parking (including Disabled Spaces)
- Signing to Station for Pedestrians and Cars

4.2 In addition, and where appropriate in terms of numbers of passengers and trains and cost effectiveness, the provision the following facilities will also be considered:

- Public Address System
- Ticket Office and/or Permit to Travel Machine and/or Self-Service Ticket Machine
- Toilets
- Public Telephone
- Designated Drop-Off and Pick-Up Area
- Car Park Lighting and Security
- Bus Feeder Service and Sheltered Waiting Area
- Taxi Rank and Sheltered Waiting Area
- Cycle Lockers

5. The Need for a Warwickshire Quality Rail Partnership

5.1 Responsibilities for the provision of rail services and for the rail network are split between a large number of organisations making improvements difficult to achieve. This situation is not helped by the stakeholders' different objectives, timescales, and budgets.

5.2 The Partners view the Partnership as an opportunity to agree and work together to deliver further improvements to services and station facilities more effectively. This will be achieved by pooling delivery and funding resources in order to secure value for money both for the Partners and existing and potential passengers.

5.3 The Partners will meet on a minimum of two occasions each year, of which one shall take place in October/November of each year and the other in March of each year. The October/November meeting will identify opportunities for improvements, establish priorities to investigate and review progress on delivery. The March meeting will review progress on priorities established at the previous meeting and, if necessary, amend schemes to be progressed.

5.4 The Partners have agreed to undertake an accessibility audit of all rail stations within Warwickshire. The audit will form an integral part of the Partnership document and will identify the most pressing accessibility needs to the Partnership, including small changes which may have wide-ranging benefits.

6. The Schemes

6.1 The schemes and measures already completed under this Partnership are shown in Appendix III.

6.2 The Partners have agreed a programme of schemes and measures for the financial year 2006-2007 together with indicative costs and these are shown in Appendix IV.

6.3 The Partners have identified a number of further schemes to start to address the most pressing needs of passengers and these are set out below in Appendix V together with development and delivery timescales. The Partners will work together to develop schemes having regard to funding and delivery opportunities. The locations of proposed station maintenance and renewal works are also included and these will, in some cases, provide the starting point of developing schemes which could optimise value for money.

6.4 The Partners will, at their meeting in October/November each year, agree a programme of schemes and measures for the following financial year together with indicative costs. At the same meeting, the Partners will also agree an amendment to Appendix III showing the schemes and measures delivered during the previous financial year and also an amendment to Appendix IV showing the programme of schemes and measures for the following financial year. The Partnership document will be reissued with the amended Appendices III & IV thereafter;

6.5 The Partners will, at their meeting in March each year, review progress made on the programme of schemes agreed at the previous meeting, to ensure delivery of all schemes in the following financial year.

6.6 The delivery of these schemes involves a wide range of stakeholders and can often depend on strategic decisions which are taken in the context of the national rail network. In these circumstances, the timescales for the schemes and measures set out below will need to be

flexible to take advantage of the implementation opportunities as they arise.

7.   Funding and Investment Commitments

7.1   The Partners will seek to exploit third party funding opportunities and negotiate joint funding and delivery arrangements which maximise the benefits for existing and potential passengers and local communities whilst securing value for money for Partners

7.2   Warwickshire County Council, under its Capital Programme 2005-2006, allocated £200,000 for station improvements. From 2006-2007 to 2010-2011, the County Council will be investing broadly similar, annual, levels of funding subject to formal approval.

7.3   Network Rail…

7.4   The Central Trains Franchise is due to be retendered in 2007. Any new capital expenditure funding or schemes will be difficult to justify but its aspirations are aligned to those of Warwickshire County Council. National Poll and mystery shopper survey results show that passenger information and security issues are the highest priority for Central Trains' passengers.

7.5   Chiltern Railways have a rolling programme of station improvement works, funded by the company's capital resources, and through a budget which is allocated annual to schemes nominated by local user groups. Chiltern Railways are particularly keen to progress schemes, with partnership funding, which improve the accessibility and amenity of stations, to ensure that they are welcoming places for our customers to start and end their journeys.

7.6   Virgin Trains West Coast…

7.7   Virgin Cross Country is unique among passenger TOCs in that it has no responsibility for operating stations, although it works closely with operators and Local Authorities around its network to deliver improvements for passengers. For example, it established the PlusBus scheme in Leamington Spa by which rail passengers can travel on local bus services for a small add-on fare. Refranchising of Cross Country is planned for November 2007.

Appendix I - Warwickshire's Passenger Rail Strategy Policies

A1.1 Warwickshire County Council's Rail Strategy policies direct the County Council's approach to improving travel by rail within Warwickshire. A Warwickshire Quality Rail Partnership is a direct outcome of policies 1 and 2.

A1.2 **Policy PRS 1 – Partnership**
The County Council will work with the Department for Transport, the Office of the Rail Regulator, Network Rail, Train Operating Companies, Centro, other local authorities, users and stakeholders to progress the delivery the policies set out in the Passenger Rail Strategy.

A1.3 **Policy PRS 2 – Quality of Service**
To meet the overall aim of the Passenger Rail Strategy, the County Council will encourage the provision of rail services which are inter alia:

- Accessible
- Acceptable
- Simple to Use

A1.4 **'Accessible'**
This includes:
- The design of rail stations and trains must enable passengers to board or alight from the vehicle unaided or with a reasonable level of assistance.
- Interchange infrastructure should provide for 'seamless' changes between transport modes. This should be assisted by good signage, information and appropriately designed infrastructure.
- Public transport services should be co-ordinated to encourage interchange consistent with the aims of the Public Transport Interchange Strategy, the Bus Strategy and the Community Transport Strategy with the object of increasing the range of travel opportunities and options for travellers.
- Pedestrian and cycling routes to rail stations should accord with the standards set out in the Walking Strategy and the Cycling Strategy. The access to rail stations and interchanges, particularly by people who have difficulties because of health or mobility problems should be addressed

These will be delivered by the following actions:
- Promote improvements to station facilities, to the accessibility of rail services, in the personal safety and confidence of people using rail stations and on their journey to and from rail stations
- Develop the Quality Rail Partnership as a template for joint working with train and station operators to deliver passenger improvements at stations
- Enhance existing and provide new interchange facilities at rail stations and public transport interchanges consistent with the

aims set out in the Warwickshire County Council Public Transport Interchange Strategy
- Promote integration between rail, bus and community transport services
- Seek to safeguard sites with the potential for improved station facilities

A1.5 '**Acceptable'**

This includes:
- Trains and station facilities should provide reasonable shelter, comfort, suitable heating (where appropriate) and ventilation for the season of the year and both a perception and reality of personal safety and security.

This will be delivered by the following actions:

- Develop the Quality Rail Partnership as a template for joint working with train and station operators to deliver passenger improvements at stations
- Support stakeholder groups seeking to secure improvements to rail services and facilities

A1.6 '**Simple to Use'**
This includes:
- Timetables, routes and fares should be readily available, easy to understand and be simple to use.
- Information systems should enable passengers to plan their journeys and provide increased public confidence as to the availability and reliability of rail services.
- Full and timely information should be provided or be easily available to customers in case of disruption to services.
This will be delivered by the following action:
- Investigate provision of real time information systems and/or 'Help Points' at stations and at key interchanges along with other measures to increase passengers' confidence.

Appendix II – Rail Stations in Warwickshire

Station	TOC Responsible
Atherstone	Central Trains
Bearley	Central Trains
Bedworth	Central Trains
Claverdon	Central Trains
Coleshill Parkway (Under Construction)	*Central Trains*
Danzey	Central Trains
Earlswood	Central Trains
Hatton	Chiltern Railways
Henley-in-Arden	Central Trains
Lapworth	Chiltern Railways
Leamington Spa	Chiltern Railways
Nuneaton	Central Trains
Polesworth	Central Trains
Rugby	Virgin Trains West Coast
Stratford-Upon-Avon	Central Trains
The Lakes	Central Trains
Warwick	Chiltern Railways
Warwick Parkway	Chiltern Railways
Water Orton	Central Trains
Wilmcote	Central Trains
Wood End	Central Trains
Wootton Wawen	Central Trains

Appendix III - Completed Schemes & Measures

2005-2006			
Station	**Description**	**Estimated Cost**	**Sponsors & Comments**
Warwick	Delivery of a shelter on down (Birmingham bound) platform	Contract Awarded - £20k	CR/WCC
Warwick	Delivery of an extension to stairway roof on up (London bound) platform	Contract Awarded - £25k	CR/WCC
Warwick	Development of 'Station Masterplan'	Contract Awarded - £10k	CR/WCC
Leamington Spa	Delivery of subway lighting upgrade	Contract Awarded - £20k	CR/WCC
Hatton, Lapworth	Development of additional Car Parking and cycle storage facilities	Contract Awarded - £20k	CR/WCC
Hatton, Lapworth	Delivery of 6 additional CCTV cameras (4 at Hatton and 2 at Lapworth) and enhancements to CCTV system.	Contract Awarded - £25k	CR/WCC
Stratford Upon Avon, Henley in Arden	Delivery of Customer Information Systems (CIS) at Stratford and audible PA at both Stratford and Henley.	Contract Awarded - £80k	CT/WCC
North Warks Line	Funding for Line Promotion officer	Funding Agreed - £16k	CT/WCC/BCC/Vintage Trains/Centro
	Total	£216k	

Appendix IV – Programme of Schemes and Measures for 2006-2007

2006-2007			
Station	**Description**	**Estimated Cost**	**Sponsors & Comments**
Stratford Upon Avon	Development of 'Station Masterplan'	£10k	CR/CT/WCC
Warwick	Development of 'Station Masterplan'	£10k	CR/WCC
Hatton	Delivery of of additional car parking and cycle storage facilities	£90k	WCC/CR
Leamington Spa	Delivery of improvements to cycle facilities	£15.5k	WCC/CR
Bedworth	Delivery of new shelters and automated public address system	£60k	WCC/CT
Lapworth	Delivery of of additional car parking and cycle storage facilities	£90k	WCC/CR
Danzey	Delivery of platform riser wall repairs and renewed platform fencing	?	NR
Stratford Upon Avon	Delivery of repairs to platform riser walls and reglazing of canopies	?	NR
The Lakes	Delivery of renewed platform fencing	?	NR
Wood End	Delivery of renewed footbridge	?	NR
North Warks Line	Funding for Line Promotion officer	£16k	CT/WCC/BCC/Vintage Trains/Centro
North Warks Line	Leaflet promoting the line	£346	WCC/CT/ Shakespeare Line Promotion Group
All Stations	Accessibility Audit		
	Total		

Appendix V – Future Schemes and Measures for 2007-2011

2007-2008			
Station	**Description**	**Estimated Cost**	**Sponsors & Comments**
Warwick	Delivery of of 'Station Masterplan'		
Warwick	Delivery of booking office refurbishment		CR
Warwick	Delivery of down side canopy to provide cover to toilets		CR
Leamington Spa	Development of up side car park scheme		CR
Stratford Upon Avon	Development of 'Station Masterplan'		CR/CT/WCC
Leamington Spa	Delivery of up side car park scheme		CR
Leamington Spa	Development of up side second access		CR
Henley-in-Arden	Delivery of car park upgrade	£80k	CT/WCC
Nuneaton	Delivery of car park resurfacing	£120k	CT/WCC
Nuneaton	Delivery of booking hall refurbishment	£50k	WCC/CT
Nuneaton	Delivery of CIS upgrade (with NR)	£120k	NR/WCC/CT
Danzey	Delivery of Automated Public Address	£25k	CT/WCC
Wood End	Delivery of Automated Public Address System	£25k	CT/WCC
Atherstone	Delivery of platform reconstruction		NR
Henley-in-Arden	Delivery of footbridge repairs		NR
Stratford Upon Avon	Delivery of footbridge repairs		NR
The Lakes	Delivery of platform repairs		NR
Water Orton	Delivery of station building repairs		NR
Earlswood	Delivery of platform repairs		NR
Nuneaton	Delivery of station dry rot works and repairs to footbridge		NR
North Warks Line	Funding for Line Promotion officer	£16k	CT/WCC/BCC/Vintage Trains/Centro
	Total		

2008-2009			
Station	**Description**	**Estimated Cost**	**Sponsors & Comments**
Stratford Upon Avon	Delivery of 'Station Masterplan'		CR/CT/WCC
Leamington Spa	Delivery of up side second access		CR
Warwick	Delivery of up side lift		CR
	Total		

2009-2010			
Station	**Description**	**Estimated Cost**	**Sponsors & Comments**
Rugby	Delivery of Rugby Station bus/rail interchange	£100k	WCC
Stratford Upon Avon	Delivery of 'Station Masterplan'		CR/CT/WCC
Warwick	Delivery of up side lift		CR
	Total		

2010-2011			
Station	**Description**	**Estimated Cost**	**Sponsors & Comments**
	Total		

Agenda No

AGENDA MANAGEMENT SHEET

Name of Committee	**Cabinet**
Date of Committee	**15th June 2006**
Report Title	**Countywide Bus Shelter Maintenance and Advertising Contract**
Summary	It is recommended that Cabinet authorises the Strategic Director for Environment and Economy, on terms satisfactory to the Strategic Director of Performance and Development, to award:-

1.   A Countywide contract for the Cleaning, Maintenance and Repair of bus shelters and street furniture.

2.   A separate Countywide contract for advertising on bus shelters and other free standing plinths in return for a revenue payment to the County Council, which will be used to fund the work in the contract referred to above.

For further information please contact	Daniel Caldecote Transport Planning Unit Tel. 01926 735665 danielcaldecote@warwickshire.gov.uk
Would the recommended decision be contrary to the Budget and Policy Framework?	~~Yes~~/No
Background Papers	None.

CONSULTATION ALREADY UNDERTAKEN:-   *Details to be specified*

Other Committees	☐	....
Local Member(s) (With brief comments, if appropriate)	☐	....
Other Elected Members	☒	Councillor K Browne) Councillor Mrs E Goode) for information Councillor Mrs J Lea)
Cabinet Member (Reports to The Cabinet, to be cleared with appropriate Cabinet Member)	☒	Councillor M Heatley

Warwickshire
County Council

Chief Executive	☐	....
Legal	☒	I Marriott - agreed
Finance	☐	....
Other Chief Officers	☐	....
District Councils	☐	....
Health Authority	☐	....
Police	☐	....
Other Bodies/Individuals	☐	....

FINAL DECISION　　　YES/~~NO~~　*(If 'No' complete Suggested Next Steps)*

SUGGESTED NEXT STEPS :

Details to be specified

Further consideration by this Committee	☐	....
To Council	☐	....
To Cabinet	☐	....
To an O & S Committee	☐	....
To an Area Committee	☐	....
Further Consultation	☐	....

Warwickshire County Council

Cabinet - 15th June 2006

Countywide Bus Shelter Maintenance and Advertising Contract

Report of the Strategic Director for Environment and Economy

Recommendation

That Cabinet authorises the Strategic Director for Environment and Economy, on terms satisfactory to the Strategic Director for Performance and Development, to award:-

1. A Countywide contract for the cleaning, maintenance and repair of bus shelters and street furniture.

2. A Countywide contract for advertising on bus shelters and other free standing plinths in return for a revenue payment to the County Council.

---

1. Introduction

1.1 The provision of bus shelters at bus stops is a key measure in providing an acceptable waiting environment for intending bus passengers. The vast majority of bus passengers do not have a car available for their journey and many, such as the elderly, people with small children and people with mobility impairment will suffer disproportionately from waiting in the open during bad weather.

1.2 Warwickshire's Local Transport Plan 2006 (LTP) seeks to promote social inclusion, improve accessibility and encourage reduced reliance on the car by promoting improved public transport services. The LTP adopts a 'whole journey' approach and considers not only the service but also seeks to improve access to the service, of which the waiting time and waiting environment are critical.

1.3 The County Council has implemented Quality Bus Corridors (QBCs) under the LTP 2000. Additional QBCs are included in the LTP 2006 for implementation by 2011. An essential element of the QBCs is the provision of high quality bus shelters. The County Council is required to report in its LTP Annual Progress Report against a number of targets for investment including the number of QBCs introduced. The County Council has been able to report increases in passengers on these corridors of over 30% with the exception of one service.

Warwickshire
County Council

1.4 The capital cost of purchasing and installing bus shelters is provided from the LTP Settlement and through S106 agreements.

1.5 The revenue needed for the cleaning, maintenance and repair of the County Council's bus shelters has been secured through:-

(i) Temporary agreements funded from developer contributions.

(ii) Temporary agreements that yield revenue from bus shelter advertising.

(iii) Use of highway maintenance revenue funding.

These agreements have been arranged on an 'ad hoc' basis as individual QBC schemes have been introduced.

1.6 The developer contributions are a time limited resource. It is, therefore, necessary to ensure the County Council secures an alternative source of revenue to avoid a further revenue pressure on the County Council's budgets.

1.7 A sustainable approach to the cleaning, maintenance and repair of the County Council's bus shelter will ensure the financial viability of future QBC schemes.

2. Progress Review

2.1 A competitive tendering process had been started for a Countywide Contract for the Maintenance, Supply and Advertising use of bus shelters, as reported to Cabinet on 8th September 2005. In April 2004 a notice was placed in the European Journal to seek expressions of interest for the cleaning, maintenance and repair of bus shelters, in the County, funded from advertising revenue. In response, two expressions of interest were received. There was one from Adshel and the other from Lojics Resource Services (LRS Ltd). The latter withdrew their expression of interest, as they do not have arrangements to raise advertising revenue or sell advertising space. The County Council also received a letter from J C Decaux confirming their intention not to bid for the contract. J C Decaux and Adshel, are the two main companies in the UK, which offer a service, whereby the revenue raised through the sale of advertising funds the cleaning and maintenance of bus shelters.

2.2 Cabinet, at its meeting on 8th September 2005, resolved to authorise the Director of Planning, Transport and Economic Strategy to award a Countywide contract for the maintenance, supply and advertising use of bus shelters and street furniture on terms satisfactory to the County Solicitor and Assistant Chief Executive.

2.3 The contract was sent out to tender to Adshel in December 2005 but Adshel declined to submit a tender. They stated that they were 'not set up to undertake the cleaning and maintenance of bus shelters manufactured or supplied by third parties'. This was a significant problem as the County Council owns several types of bus shelter that would have been included in the agreement.

2.4 As no tender was received, the County Council was entitled to open negotiations with J C Decaux in February 2006. However, J C Decaux responded with a letter stating 'the proposed contract does not supply enough commercial opportunity' and thus declined to enter further negotiations.

3. Proposed Next Step

3.1 The two main companies specialising in selling advertising to fund bus shelter maintenance have declined to tender or show interest in the contract. It has become clear that there is presently no commercial interest in a Countywide Contract for the maintenance, supply and advertising use of bus shelters in its present form. It is therefore, proposed to split the initial contract into two, discrete, contracts:-

(i) A Countywide Bus Shelter Cleaning, Maintenance and Repair Contract.

(ii) A Countywide Bus Shelter Advertising Contract to provide the revenue to fund the above contract.

3.2 The Bus Shelter Cleaning, Maintenance and Repair Contract would be reviewed regularly to ensure costs were not exceeding the revenue being generated from the Countywide Bus Shelter Advertising Contract. If, due to unexpected and serious vandalism, that situation arose, then bus shelters experiencing serious and repeat vandalism may have to be removed.

4. A Countywide Bus Shelter Cleaning, Maintenance and Repair Contract

4.1 A Countywide Bus Shelter Cleaning, Maintenance and Repair Contract would ensure regular cleaning, regular maintenance and prompt repair for most current and future bus shelter that the County Council owns. Only bus shelters under the ownership of the County Council would be included in the agreement.

4.2 It is envisaged that the County Council would pay the successful tenderer a fixed price for the regular cleaning and maintenance on a 'per shelter' basis. Costs incurred by the successful tenderer due to the repair of bus shelters, for example because of vandalism, would be charged to the County Council as and when they occur.

4.3 It is proposed to award a contract for an initial period of five years. The proposed contract would include:-

(i) Regular cleaning of Shelters.

(ii) Removal of graffiti and fly-posters.

(iii) Removal of broken glass.

(iv) Glazing repairs.

(v) Illumination fault repairs.

Warwickshire
County Council

4.4   The estimated value of the contract over five years is £200,000.

5.   A Countywide Bus Shelter Advertising Contract

5.1   The Countywide Bus Shelter Cleaning, Maintenance and Repair Contract will require revenue funding from the County Council. It is envisaged that a revenue income could be secured from a Countywide Bus Shelter Advertising Contract.

5.2   A Countywide Bus Shelter Advertising Contract would ensure a regular supply of revenue from the 24 current advertising bus shelters that the County Council owns. It is anticipated that additional advertising bus shelters and advertising plinths would be added in the future.

5.3   It is envisaged that the successful tenderer would pay the County Council on a 'per advertising shelter' and 'per advertising plinth' basis.

5.4   It is proposed to award a contract for an initial period of five years.

5.5   It is expected that the income to the County Council from advertising will exceed the cost of the maintenance contract.

6.   Two Agreements Working Together

6.1   The aim is that the two contracts work together to secure cleaning, maintenance and repair of bus shelters across the County. The Countywide Bus Shelter Advertising Contract will enable the County Council to use areas and sites which have significant potential for generating advertising revenue, such as the Coleshill Parkway Bus Interchange and Stratford-upon-Avon Park and Ride site to provide funds to subsidise the repair and maintenance of shelters in town centres, residential areas and rural areas.

6.2   There may also be opportunities to extend the advertising concession to a selected number of free-standing displays on signs and plinths. These would yield additional revenue for the scheme without incurring the higher repair and maintenance costs associated with shelters.

6.3   The selection of appropriate sites for free standing plinths needs to be undertaken carefully and take into account environmental issues and to ensure the plinths are acceptable within the street scene. Furthermore they would need to comply with the requirements of the relevant Highways and Planning legislation and regulations.

6.4   There are currently five key bus shelter agreements in the County, namely:-

(i)   Warwick District Council has an agreement with Adshel in respect of bus shelters in its area.

(ii)   Nuneaton and Bedworth Borough Council has an agreement with J C Decaux in respect of bus shelters in Nuneaton and Bedworth, which has been retained by them.

Warwickshire
County Council

(iii)   In the Warwick/Leamington Spa area the County Council has a temporary agreement with Adshel in respect of the bus shelters on QBC Route 66.

(iv)   In Rugby the County Council has a temporary agreement with Adshel in respect of bus shelters in the town centre and QBC Route 4.

(v)   In the Nuneaton the County Council has a temporary agreement with Queensbury in respect of the bus shelters on QBC Route 5/5A.

6.5   It is envisaged that agreements iii, iv and v will be terminated once the two new contracts commence.

6.6   The proposed arrangement for two contracts is advantageous because it would provide a more transparent arrangement for the County Council. It would be clear how much revenue the advertising is generating and how much the maintenance is costing. Although the County Council would take responsibility for the revenue risk, the transparent relationship between the two agreements would mean that any significant revenue risk could be managed by regular monitoring of the repair costs. If, due to unexpected and serious vandalism, a revenue problem was anticipated, bus shelters experiencing serious and repeat vandalism could be removed.

7.   Bus Shelters in Rural Locations

7.1   The County Council has a limited budget to make grants to Parish Councils for the erection of bus shelters. As part of the grant conditions, the Parish Council is required to take responsibility for any future maintenance of the shelter including cleaning, wear and tear, accident and any deliberate damage.

7.2   It is proposed to continue this arrangement alongside the two Countywide agreements for the following reasons:-

(i)   The choice of shelter is made by Parish Councils as a significant number require a shelter that is in keeping with the surrounding area e.g. wooden or stone shelters. The Countywide agreements will only be viable for a contractor if there are a very limited number of modern, standard types, similar to those on Routes 66, 4 and 5/5A.

(ii)   The number of shelters that can be maintained as part of the Countywide Cleaning, Maintenance and Repair Agreement is limited by the amount of revenue generated from the Countywide Bus Shelter Advertising Contract. Therefore, priority will need to be given to shelters on QBCs which are designated in the LTP. These will include some rural shelters.

Warwickshire
County Council

8. Recommendation

8.1 An increase in the numbers of bus passengers is an important LTP target and the provision of bus shelters at bus stops is a key measure in providing an acceptable waiting environment for intending bus passengers.

8.2 A Countywide Bus Shelter Advertising contract would permit advertising on bus shelters and free standing plinths in return for a revenue payment to the County Council. The revenue payment would provide the revenue required to operate a second contract for the cleaning and maintenance and repair of the County Council's bus shelters. This arrangement would enable more shelters to be provided within the county to the benefit of a greater number of Warwickshire residents. It would also enable the current 'ad hoc' arrangements to be rationalised and maximise the use of advertising revenue.

8.3 Therefore, it is recommended that:-

(i) A Countywide Contract be let for the Cleaning, Maintenance and Repair of bus shelters and street furniture.

(ii) A Countywide contract be let for advertising on bus shelters and other free standing plinths in return for a revenue payment to the County Council.

JOHN DEEGAN
Strategic Director for Environment and Economy
Shire Hall
Warwick

30th May 2006

Warwickshire
County Council