AGENDA MANAGEMENT SHEET

Name of Committee	**Environment Overview & Scrutiny Committee**
Date of Committee	**6th March 2008**
Report Title	**1st Draft of the Corporate Business Plan 2008-11**

Summary

This report presents the first draft of the Corporate Business Plan 2008-11 and the updated Corporate risk register for comment, following their consideration by Cabinet. and with the intention of a final version being agreed by Full Council on 18th March 2008.

For further information please contact:	Monica Fogarty Head of Change Management Tel. 01926 412514 *monicafogarty@warwickshire.gov.uk*	Gereint Stoneman Corporate Planning Manager Tel: 01926 412378 *gereintstoneman@warwickshire.gov.uk*

Would the recommended decision be contrary to the Budget and Policy Framework?

No.

Background papers

Development of the Corporate Business Plan 2008-11 – Cabinet 20th Dec, 2007
1st Draft of the Corporate Business Plan 2008-11 – Cabinet 21st February, 2008

CONSULTATION ALREADY UNDERTAKEN:-   Details to be specified

Other Committees	☒	Cabinet 21/02/08
Local Member(s)	☐	……………………………………
Other Elected Members	☒	Cllr Browne, Cllr Appleton, Cllr Goode
Cabinet Member	☒	Cllr Heatley, Cllr Fowler
Chief Executive	☒	Jim Graham
Legal	☒	Ian Marriott
Finance	☐	
SDLT	☒	David Carter, Dave Clarke, Graeme Betts, Marion Davis, William Brown, David Pywell (SDLT 06-02-08)
District Councils	☐	....

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Health Authority	☐	....
Police	☐	....
Other Bodies/Individuals	☒	Paul Williams – Scrutiny Officer Martin Stott – Head of Environment & Waste

FINAL DECISION   YES

SUGGESTED NEXT STEPS: Details to be specified

Further consideration by this Committee	☐	....
To Council	☐	Final version to be considered at Council on 18th March
To Cabinet	☐	....
To an O & S Committee	☐	....
To an Area Committee	☐	....
Further Consultation	☐	....

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Environment Overview & Scrutiny Committee – 6th March 2008

Development of the Corporate Business Plan 2008-11

Report of the Strategic Director of Performance & Development

Recommendation

The Environment Overview & Scrutiny Committee are recommended to:
- Consider and agree the 1st draft of the Corporate Business Plan 2008-11, prior to its consideration by Full Council on 18th March 2008
- Accept the key corporate risks facing the County Council in delivering its objectives and the actions put in place to manage them

1.0 Introduction

1.1 On 20th December 2007 Cabinet considered and noted the following guiding principles for the development of the Corporate Business Plan 2008-11:

Our Corporate Business Plan will . . .
- Consolidate the existing commitment to the Corporate Vision and Priorities
- Clarify non-priority activity
- Consolidate the 'Golden thread' and Strengthen its visibility
- Maximise integration of financial and business planning and risk management
- Complement the Report Card System
- Complement the development of the new LAA and National Indicator Set (NIS)

1.2 On 20th December 2007 Cabinet also endorsed the process for the development of the Corporate Business Plan 2008-11.

1.3 On 21st February Cabinet considered a 1st draft of the Corporate Business Plan 2008-11.

1.4 In response to the resolution Council made when considering the Corporate Business Plan last year, each Overview & Scrutiny Committee will have the opportunity to comment on this draft and consider the detailed targets during February and March 2008.

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1.5   This report therefore presents the Environment Overview & Scrutiny Committee with a draft for comment, and **the Committee's attention is drawn to pp. 19-22 which address the Corporate Priority most relevant to the Committee.**

1.6   Following this consideration, a revised, final version will then be presented to Council on 18th March for approval.

2.0   Purpose of the Corporate Business Plan

2.1   The Corporate Business Plan is intrinsically linked to the financial planning process and sets out our three-year rolling programme of key activity over the medium term.

2.2   The objectives of the Corporate Business Plan are to:

- Set out Warwickshire County Council's contribution to the wider public service agenda
- Provide direction to the Organisation as an umbrella to Directorate and Service plans
- Draw together the high level projects and measures which manage performance and delivery through detailed activity within Directorates
- Deliver the business activity funded through the 2008/09 Budget

2.3   Each year the targets in the Plan are reviewed and updated to retain a medium term focus.

3.0   Outline of the Refreshing process

3.1   In May 2007 Full Council agreed a refocused Vision statement supported by three clear, strategic priorities.

3.2   The 2007-10 Corporate Business Plan outlines how we will address these priorities and the 2008-11 Plan reaffirms this approach.

3.3   The advent of a new National Indicator Set to replace the current Best Value Performance Indicators from April 2008 and the agreement of a new Local Area Agreement (LAA) for Warwickshire by June 2008 have made this a challenging process.

3.4   On 31st January 2008 LAA Block Leads agreed the initial set of 32 outcome measures which will form the new LAA. These will form the basis of negotiation with Government Office and a target setting process will be undertaken during February 2008. Where these measures influence our priority areas they all have been included in this Plan. The associated targets will be presented in the final version of the CBP presented to Full Council in March 2008.

3.5   Whilst incorporating the new LAA targets, the approach this year has been to retain the majority of the measures held within the existing Plan, with a view to more widespread change in 2009.

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3.6   During January all Directorates have reviewed the objectives, which underpin each of the existing, Corporate Priorities, confirming their relevance and where appropriate suggesting amendments.

3.7   Directorates have also reviewed the existing measures and associated targets for 2008/09 and 2009/10 and where appropriate provided alternatives and updated targets for 2010/11.

3.8   Where changes have been made to existing measures and targets Directorates have provided a rationale which is available on request.

3.9   The responses have subsequently been consolidated into the draft Corporate Business Plan which is presented in full in Appendix A.

4.0   Strategic Risk Assessment

4.1   In accordance with the County Council's risk management policy, risk assessment is an integral part of corporate business planning, in order to identify and manage the potential risks that could impact on the achievement of the Council's strategic objectives. A strategic risk assessment has been completed and the outcome is detailed in Appendix B.

4.2   The detailed rationale behind this strategic risk assessment is set out in a separate table which can be provided on request by Simone Wray, Corporate Risk Manager (ext 4134).

5.0   Next steps

5.1   In response to the resolution Council made when considering the Corporate Business Plan last year, each Overview & Scrutiny Committee will have the opportunity to comment on this draft and consider the detailed targets during February and March 2008.

5.2   To meet the requisite deadlines the same version considered by Cabinet will be distributed to each of the Overview & Scrutiny Committees. However Cabinet's comments will be forwarded to each Committee in the form of an Addendum.

5.3   It is anticipated that comments from each of the Overview & Scrutiny Committees will then be incorporated into an Addendum to be presented to Full Council in March, for final agreement of the Corporate Business Plan 2008-11.

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5.4   The table below sets out the key dates in this process:

6th Feb 2008	• 1st draft of Corporate Business Plan and key corporate risks considered by Strategic Directors Leadership Team (SDLT)
21st Feb 2008	• 1st draft of Corporate Business Plan and key corporate risks considered by Cabinet
Feb- March 2008	• 1st draft of the Corporate Business Plan (including detailed targets) and key corporate risks to be considered by all Overview & Scrutiny Committees during February and March. **Key Dates** Feb 26th - Children, Young People and Families Feb 26th – Community Protection March 4th - Resources, Performance and Development March 5th - Adult and Community Services March 5th - Economic Development March 6th – Environment
18th March 2008	• Corporate Business Plan and key corporate risks considered by Council for approval, incorporating feedback from all O&S Committees
June 2008	• Corporate Business Plan published alongside the Medium Term Financial Plan

6.0   Recommendations

6.1   The Environment Overview & Scrutiny Committee is recommended to:

- Consider and agree the 1st draft of the Corporate Business Plan 2008-11, prior to its consideration by Full Council on 18th March 2008
- Accept the key corporate risks facing the County Council in delivering its objectives and the actions put in place to manage them

DAVID CARTER
Strategic Director of Performance and Development
Shire Hall, Warwick
February 2007

Warwickshire County Council

Warwickshire County Council

Our Priorities

Our Priorities

Our Priorities

Pursuing a sustainable environment

Caring for older people

Our Priorities

Our Vision

Working in Partnership to put our customers first; Improve Services and Lead Communities

Raising levels of educational attainment

Corporate Business Plan 2008-2011

Warwickshire County Council

Working for Warwickshire

Content

Warwickshire County Council

Working for Warwickshire

Foreword

2007/08 was a big year for the County Council. . . .

Following an extensive analysis of the key messages from our own performance and socio-demographic data for Warwickshire, we refocused our Vision and identified our key priorities for the medium term.

Together with our partners, the identification of these priority areas has provided an important focus for our service delivery. We began to identify ways in which we can "narrow the gap" between the most disadvantaged people and communities and the rest of the County, with the aim of reducing differences in terms of achievement, opportunity and quality of life.

2008 promises to be an even bigger year for the County Council. . . .

Whilst responding to the challenges and opportunities presented by the changing National and Local picture, we want to consolidate the focus on our priority areas.

Nationally, the adoption of a new, citizens focused, National Indicator Set will provide a common performance framework for all Local Authorities, and it is hoped this will reduce the monitoring burden a little.

Locally our work on localities and the adoption of a new Local Area Agreement for Warwickshire will enhance the way we deliver services to our communities. We will also continue to progress our own change agenda, through our New Ways of Working Programme.

Together this activity will continue to increase the pace at which we deliver both internal and external benefits and enhance the services we deliver to our customers.

We are fully committed to improving outcomes for the people of Warwickshire and this Corporate Business Plan (CBP) sets out how we will work to achieve our goals.

Alan Farnell   Jim Graham
Leader of the Council   Chief Executive

Warwickshire County Council

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1.0   Introduction

Last year we developed and agreed our Vision for Warwickshire:

Working in Partnership to put Customers First; Improve Services & Lead Communities

This Corporate Business Plan 2008-11 takes this forward and presents the top priorities for the Council, setting out how we will be work, alongside our partners to achieve them.

1. **Raising levels of Educational Attainment**
2. **Caring for Older People**
3. **Pursuing a Sustainable Environment**

With this tighter focus on three Top Priorities, the CBP does not reflect the full breadth of activities which the County Council delivers. However these will be picked up in both the Local Area Agreement and Directorate Plans. Additionally, major multi-agency statutory plans are sometimes 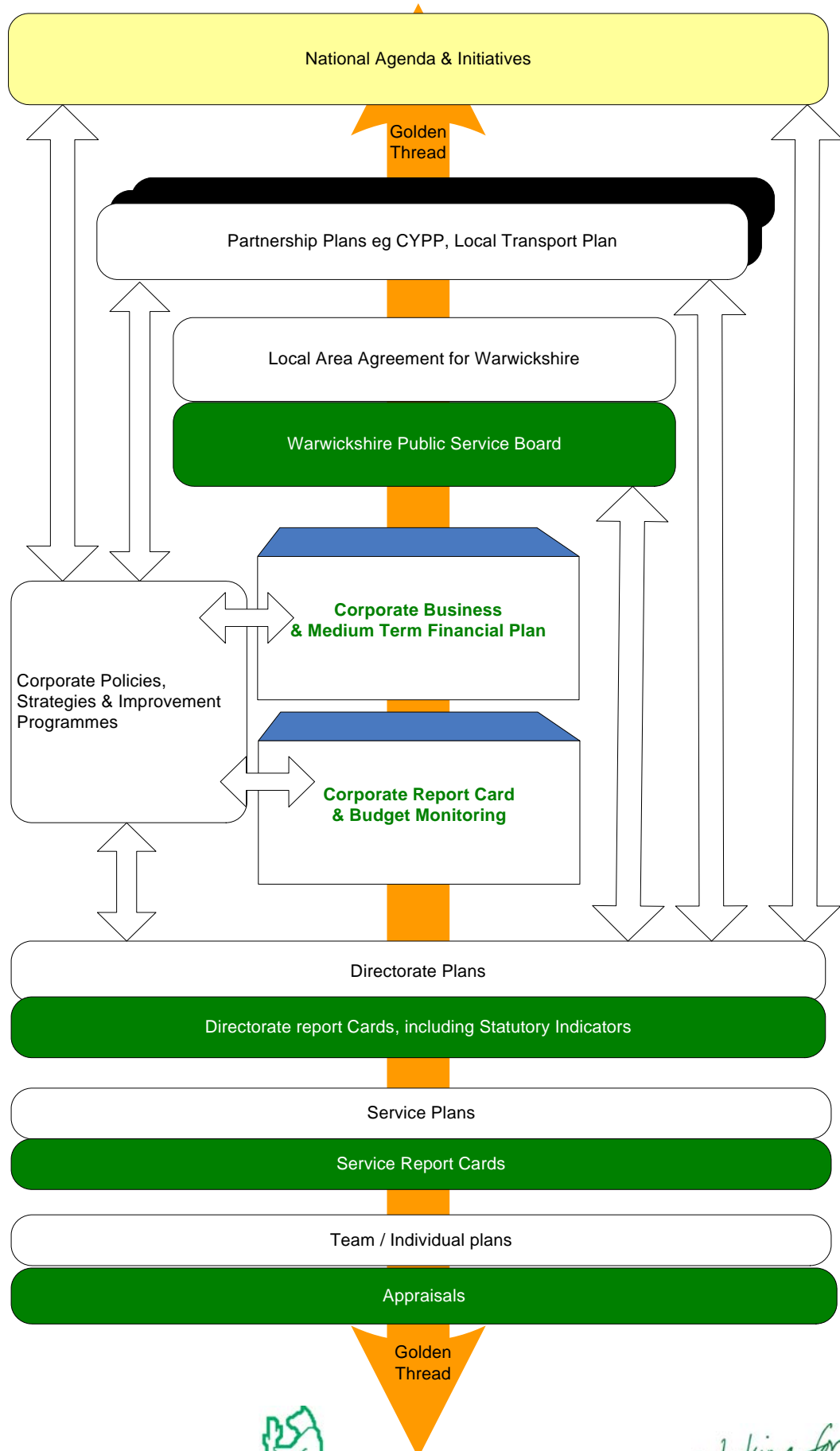wholly reflected in the appropriate Directorate Plans, notably in the case of the Children and Young People Plan (see Section 7.0). The Golden thread which runs between the hierarchy of plans is shown in Fig 1 overleaf.

The Corporate Business Plan 2008-11 is performance managed through the WCC Report Card framework and the Warwickshire Local Area Agreement (LAA) (see Section 4).

The resourcing of the Council's priorities is addressed through our Medium Term Financial Plan, which is published as a companion document to this plan. Risks to the delivery of the top priorities are managed through our annual review of our Strategic Risk Register.

This plan therefore sets out the wider pressures and trends facing the County Council at both a local and national level, before identifying the top priorities and longer-term aims and our approach to addressing them.

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Fig. 1 The 'Golden Thread' and our Performance Management Framework

National Agenda & Initiatives

Golden
Thread

Partnership Plans eg CYPP, Local Transport Plan

Local Area Agreement for Warwickshire

Warwickshire Public Service Board

**Corporate Business
& Medium Term Financial Plan**

Corporate Policies,
Strategies & Improvement
Programmes

**Corporate Report Card
& Budget Monitoring**

Directorate Plans

Directorate report Cards, including Statutory Indicators

Service Plans

Service Report Cards

Team / Individual plans

Appraisals

Golden
Thread

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2.0   Local context

Our analysis of social, economic and environmental trends in Warwickshire identifies that there are many areas where the quality of life for Warwickshire residents is improving. During the past year we have seen evidence that standards in health and education continue to rise, and crime levels have fallen considerably. However, as we strive for continuous improvement there remain some key challenges for us:

- An aim of the County Council is to seek improvement for all but with the fastest improvement in those areas of greatest need. Analysis of a number of key indicators shows that differences between parts of the north of the County and parts of the south are still significant and are not decreasing.

- Continued and significant population growth will place further pressures on public sector service delivery in Warwickshire. While people have been attracted by Warwickshire's low unemployment rates and strong quality of life, continued population growth is placing increased pressure on housing, planning, transport, schools and social care.

- The projected rate of population growth increases with age, with the oldest age group (those aged 85 and over) projected to increase by almost 140% by 2029. This has clear implications for adult social care and health.

- We have seen increased public satisfaction over the last few years in many of our areas of work. For example, satisfaction with local bus services has increased 18% to 61% since 2001 and satisfaction with libraries is up 5% in the past two years. In the last year satisfaction with both environmental and social services has increased significantly. Satisfaction with education and transport services are both currently at their highest levels.

- The proportion of our residents that feels the County Council gives value for money has risen for the second year in succession, arresting a downward trend over several years. We recognise that ongoing improvement in this area is key to public satisfaction.

- Public satisfaction with the way the County Council runs things has stabilised this year after two years of decline. Customer focus will need to remain a key area to address.

- Consultation with our residents illustrates that eight in ten of our residents are satisfied with their neighbourhood as a place to live – a strong figure compared to many other areas, but clearly still room for improvement.

At the time of preparing the Corporate Business Plan 2008-11, substantial effort is being invested in the development of a locality approach both within the Council and with our partners. This relates both to service delivery and planning and also improved arrangements for engagement with local communities.

We envisage the establishment of 21 localities to form the basis for local service delivery and planning with up to 28 Locality Forums which will, with key partners (notably the District and Borough Councils and the Police) improve and give greater coherence to the ways in which the Council engages with local communities.

3.0   The National Picture

The past year has witnessed a series of important announcements for local government, and this is set to continue throughout 2008.   A number of national drivers and initiatives will impact on the way we deliver our services, both individually and with partners.

The 2007 Comprehensive Review contained many of the challenges we anticipated, with implications for us in terms of how we can spend in addition to expectations around efficiency savings and a new performance framework.   In real terms, there will be around a 1% funding increase for councils per year for the next three years.   This will have to be balanced with the need to deliver new services expected by both central government and customers, and in particular the cost of providing services to increasing numbers of older people and the increasing cost of waste management.   More positively, we should benefit from additional flexibility provided by the removal of specific grants and ring-fenced funding.

The way forward is to make savings in order to reinvest in the customer/public focused services that are needed.   This year our budget setting process required all services to identify potential cost savings, in order to meet our priorities.   We have undertaken a series of Value for Money reviews of service areas in 2007/08 and have undertaken to continue this programme of reviews over the medium term.

Details of our strategy to address resourcing of the County Council's plans is set out in our Medium Term Financial Plan, which is a companion document to this CBP.

The Local Government and Public Involvement in Health Act offers many opportunities and challenges, including a requirement that local authorities take a strong community leadership role.   We will need to engage with our communities in new and energetic ways and the role of our members will evolve.

The Central-Local concordat establishes a framework of principles for how central and local government will work together to serve the public and emphasises shared objectives to create and sustain thriving communities. The concordat makes clear our responsibility for local prosperity, well-being and community cohesion.   In addition, it reaffirms our right to address the priorities of our communities and lead the delivery of public services in Warwickshire and shape its future without unnecessary direction or control.

The assessment regime for local authorities is undergoing change, and 2008 will be the last time we are inspected under the existing Comprehensive Performance Assessment system.   The future assessment regime will focus on community outcomes for Warwickshire, reaffirming the need to work closely with our partners to deliver shared objectives.

In terms of our partnership activity, we will be finalising and starting to deliver our new Local Area Agreement during 2008/09. Associated with this, is the new national performance framework and the reduction in the number of statutory indicators to less than 200.   This should help us focus our attention on the areas where we can really make a difference for our communities, working with our partners to deliver positive outcomes at the local level.

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4.0   Warwickshire County Council - Rising to the Challenge

The County Council continues to rise to the challenges in a changing environment, with higher expectations from the public, an increasingly challenging agenda from central government, including assessment under Comprehensive Performance Assessment (CPA); expectations of the County Council as community leaders; tighter resources and the radical organisational changes required by the Children Act.

For the second year running we have retained our 'Good – 3 star' status and have recently judged to be 'Improving Well' by the Audit Commission in February 2008. We have made significant strides in the last 12 months and using the benchmarking data for 2006/07 our performance overall against all indicators is ranked third amongst all Shire Counties.   Overall improvement, demonstrates that 57% of the selected Performance Indicators have improved in the last year, which is above the average range of all County Councils.

Relative to all other County Councils our improvement in performance indicators in 2006/07 compared to 2005/06 was second place. This shows our rate of improvement to be amongst the highest for all County Councils.

Whilst performing highly, we are sufficiently self aware to recognise and respond to areas for improvement as well as celebrating our strengths.   We are ambitious for our communities and are not complacent about those areas where service improvements in delivery are needed.

Reviewing our vision has allowed us to focus on a tighter set of actions, and signalled our direction over the longer term as focused on customers, improvement of services and our community leadership role.

Our aim is to deliver good value for money services, which meet the needs of the people of Warwickshire and address particular issues facing the County. To this end there are three elements to our approach: -

1. Managing our performance through a system of Report Cards
2.   Working in partnership with other Warwickshire organisations through our Local Area Agreement (LAA)
3. Developing and focusing the capability of our organisation through our New Ways of Working Change and Improvement programme

Together these three elements provide a robust challenge to the achievement of our Vision by setting targets and managing our performance against them through regular reporting. More detail is set out below: -

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4.1   Corporate Report Card

The County Council has developed a system of 'Report Cards' at both Corporate and Directorate levels to provide an integrated system of performance management that supports our targets for improvement.

The Corporate Report Card, focuses on the key measures for the County Council, with performance reported quarterly to the Cabinet under four main headings:

- Performance Results - Key service improvement areas and top priorities
- Customer - Improving the experience of the public
- Corporate Health - Assessment of how the County Council is managed,
- People - Successful management of our people.

In April 2008 a new set of 198 National Indicators (NIS) will replace all existing statutory indicators. The National Indicator Set will be the only measures on which central Government will performance manage outcomes delivered by local government working alone or in partnership. Whilst we will manage our performance against all the relevant measures from this set, the Corporate Report Card will retain a focus on the measures considered to address our Warwickshire priorities.

Three-year targets are set for Corporate Report Card measures. The targets in our Corporate Report Card, together with the LAA targets, (where the County Council is the lead partner) are the basis for robust performance management of all elements of our Vision.

4.2   Local Area Agreement

Strong partnerships are the key vehicle to ensure that we address the wider issues for Warwickshire, and make best use of the wider pool of resources. Our aspiration in our partnership work is that we will be good to do business with and willing to share resources, power and risk.

In 2007 the County Council led the development of the first Warwickshire Local Area Agreement (LAA). This has become the cornerstone of partnership working in the County, actively addressing the tenets of the Local Government White Paper by encouraging Enhanced Two-Tier working arrangements with the District/Borough Council and our key partners.

The agreement focused on three overarching principles; listening to the Warwickshire public, narrowing the gap for the most disadvantaged people and communities, and improving access to public services. It was delivered through the following six thematic blocks, which are consistent with the County Council's longer-term aims:

- Children & young people
- Safer communities
- Stronger communities
- Healthier communities and older people
- Economic development and enterprise
- Climate change and the environment

Moving into 2008/09 we are facing some significant changes to the form of LAAs with all 150 upper-tier Local Authorities being required to develop new LAAs by June 2008.

The core of the new LAA will be a set of improvement targets drawn from the National Indicator Set (NIS), together with statutory educational and early years targets, covering the period 2008-2011. In addition, local targets can be agreed between partners and included within the new LAA – but would not be subject to performance reporting to central government.

The selection and negotiation of the indicators in the new LAA will be based on the local partners' assessment of priorities, Government Office of the West Midlands local knowledge of the County, and Central Government direction.

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The performance management of the LAA will continue to require quarterly reporting to the Warwickshire Public Service Board. The County Council will continue to lead on a large number of the initiatives within the LAA and so, we have also set a target of 100% achievement, which will be monitored as part of its Corporate Report Card.

Note – Please note that on 31st Jan LAA Block Leads agreed the initial set of 32 outcome measures which will form the new LAA. These will form the basis of negotiation with Government Office and a target setting process will be undertaken during February 2008. Where these measures influence our priority areas they all have been included in this Plan. The associated targets will be presented in the final version of the CBP presented to Full Council in March 2008.

4.3 New Ways of Working Programme

To support the achievement of the Council's priorities, we have developed our New Ways of Working Programme (NWOW), which drives transformational activity across the Council. The Programme is designed to take the organisation forward by providing the capability to deliver the aspirations of our Vision and ensuring that the organisation is fit for the changing environment in which we operate. To deliver the required cultural change, the programme for 2007/8 focused on the following four main areas:

- Customer service & access
- Organisational efficiency and effectiveness
- People and performance
- Enhanced two tier/Partnership working

The NWOW Programme Board and our Strategic Directors Leadership Team manage the overall Programme.

In 2008/09 the Programme will focus on the Priority areas and the cross cutting themes, with an additional focus on people and cultural change.

The achievement of some of the targets in the Corporate Report Card will measure outcomes of the NWOW programme, for example value for money measures and staff satisfaction measures.

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5.0 Setting our Priorities

The County Council's Vision guides the setting of our priorities and policies and acts as a reference point in the allocation of resources.

We have identified the following three top priorities which will provide a critical focus for the County Council in the medium term:

- ✧ **Raising levels of Educational Attainment**
- ✧ **Caring for Older People**
- ✧ **Pursuing a Sustainable Environment**

In 2008/09 the agreement to retain these priorities has allowed us to focus our investment on issues of greatest need, whilst collectively disinvesting from non-priority issues.

Our budget has been set accordingly with a medium term focus on efficiency savings. Subject to identification of such savings, resources have subsequently been directed towards the three priorities.

We strive towards high standards of service delivery across all our service areas and are fully commitment to whole organisation development. Our range of sustained and improving performance in the Audit Commission's assessment of our services demonstrates that we can deliver high standards on a broad front whilst continuing to focusing additional resources where we believe the most intense improvement is required.

This means that some areas of stable high performance are not corporate priorities. In these areas the commitment to service improvement continues to be demonstrated through Directorate Performance Plans and rigorous performance management.

In support of the service based priorities all directorates within the County Council are collectively working towards the following, common set of cross cutting themes: -

- ✧ **Raise standards of Customer Service and Access to our Services**
- ✧ **Target our resources to meet our priorities**
- ✧ **Work in partnership with others and Engage with the Community to Provide Local Services**
- ✧ **Confront Inequalities and narrow the gap by raising standards**
- ✧ **Ensure Value for Money by reviewing the way we do things to make best use of public resources**

These areas shape the direction of the projects and activities our New Ways of Working Programme and are monitored through both the Local Area Agreement and Corporate Report Card.

6.0 Delivering the Priorities

The remainder of the plan presents the background and aspirations around each of the three top priorities, and identifies top-level actions and targets, which address these priorities in the three-year timescale of this plan. Generally these are areas where major change, development or improvement is planned, responding to significant national, local, public or performance concerns.

Further work on the vision for the 3 Priority areas will be conducted in 2008/09 as part of the development of the New Ways of Working Programme

The Corporate Business Plan will then set out how the indicators on the Corporate Report Card, the LAA, and the New Ways of Working programme will monitor our progress towards our longer-term aims.

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7.0   Our Top Priorities

Raising levels of Educational Attainment

Background

The Warwickshire Children and Young People's Plan (CYPP) is the single, strategic, overarching plan for all services affecting children and young people aged 0-19 in Warwickshire. It sets out the priorities for Warwickshire County Council and its partners, with regard to delivering the five *Every Child Matters* outcomes, and the underpinning element of Service Improvement:

Be Healthy	Stay Safe	Enjoy & Achieve	Achieve Economic Well-being	Make a Positive Contribution

Service Improvement

NB. The full CYPP is located at: www.warwickshirechildren.com/CYPP

There is high public interest in the quality of education, both nationally and locally. We are required to report against 16 statutory measures of attainment, and school achievement continues to be a priority for Warwickshire County Council as shown by our current Local Area Agreement. While raising levels of educational attainment largely sits with the outcome of Enjoy and Achieve, work under all programmes of the CYPP contributes to this priority, as demonstrated by the supporting indicators.

Challenges and Aspirations

Our major aspiration is to improve ambition for children. Particularly, recognising that there are pockets of disadvantage in Warwickshire, we aim to build on current service improvements to tackle underachievement, antisocial behaviour and unhealthy lifestyle. We recognise that a key element in our ability to achieve our goals is to ensure wide participation of children and parents in service design.

Warwickshire is showing improvements in attainment at Key Stage 2, and the number of schools in a category of "concern" is declining. However pupil attainment at Key Stage 4 continues to be less than expected in some areas and this remains our key challenge. Revised plans have been put in place to target support where it is most needed, in order to improve standards.

We continue to work towards "narrowing the gap" in levels of educational attainment between particular groups. There is a bespoke package of targeted support aimed at raising the achievement of Key Stage 4 pupils in the Nuneaton and Bedworth area through training and support for teachers, and there is additional support in place for schools working with black and minority ethnic pupils at risk of not achieving their targets. Furthermore, Warwickshire has been chosen to pilot two innovative schemes to support children in care, via a "virtual school" and private tutoring.

Through the CYPP and Corporate Business Plan, we show our ambition and commitment to improving the lives of children, young people and their families. We can only achieve our objectives through an on-going commitment to long-term partnership working involving statutory, voluntary and private sector agencies. We believe that this will enable us to progress towards our aspiration to remove inequalities of outcome for children in different parts of the county and from different groups.

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To deliver this Priority – we will . . .

	Success will be measured by:	Targets for 2008-2011		
		2008/9	2009/10	2010/11

Support children and young people to achieve high standards at school

We are working to improve the educational attainment of young people in Warwickshire. We are committed to raising standards under the 16 statutory national targets below.

	Success will be measured by:	2008/9	2009/10	2010/11
Early Years Foundation Stage Profile	Early Years (EYFSP) - to increase achievement for all children at age 5 **Local Area Agreement 2008 measure (NI72)**	55.6%		
	Early Years (EYFSP) - to narrow the achievement gap at age 5 **Local Area Agreement 2008 measure (NI92)**	27.8%		
Key stage attainment	Key Stage 2 - to increase proportion achieving level 4+ in both English and Maths **Local Area Agreement 2008 measure (NI73)**	83%		
	Key Stage 3 - to increase proportion achieving level 5+ in both English and Maths **Local Area Agreement 2008 measure (NI74)**	80%		
	Key Stage 3 - to increase proportion achieving level 5 in science **Local Area Agreement 2008 measure (NI83)**	84%		
	Key Stage 4 - to increase proportion achieving 5 A*-C grades at GCSE and equiv incl GCSE English and Maths **Local Area Agreement 2008 measure (NI75)**	59%	TBC – See note below on Educational Attainment targets	
Progression between key stages	Key Stage 1-2 - to improve proportion progressing 2 national curriculum levels in English **Local Area Agreement 2008 measure (NI93)**	90%		
	Key Stage 1-2 - to improve proportion progressing 2 national curriculum levels in Maths **Local Area Agreement 2008 measure (NI94)**	88%		
	Key Stage 2-3 - to improve proportion progressing 2 national curriculum levels in English **Local Area Agreement 2008 measure (NI95)**	41%		
	Key Stage 2-3 - to improve proportion progressing 2 national curriculum levels in Maths **Local Area Agreement 2008 measure (NI96)**	71%		
	Key Stage 3-4 - to improve proportion progressing equivalent of 2 national curriculum levels in English **Local Area Agreement 2008 measure (NI97)**	68%		
	Key Stage 3-4 - to improve proportion progressing equivalent of 2 national curriculum levels in Maths **Local Area Agreement 2008 measure (NI98)**	39%		

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Children in care	Children in care - to increase proportion achieving level 4+ in English at Key Stage 2 **Local Area Agreement 2008 measure (NI99)**	79%	80%	83%
	Children in care - to increase proportion achieving level 4+ in maths at Key Stage 2 **Local Area Agreement 2008 measure (NI100)**	66%	76%	67%
	Children in care - to increase proportion achieving 5 A*-C grades at GCSE and equiv incl GCSE English and Maths **Local Area Agreement 2008 measure (NI101)**	24%	33%	24%
Attendance	Attendance - to reduce persistent absentee pupils in secondary schools **Local Area Agreement 2008 measure (NI87)**	5.2	TBC – See note below	

Note – This is a new Priority action which encapsulates the overall Priority. It replaces the measures taken from the Corporate Report Card in 2007/08 relating directly to educational attainment with the 16 Statutory targets as taken from the National Indicator Set whih will form part of the new LAA.

Note on all Educational attainment targets

- Where available, 2008/9 targets have been taken from the 2008 'Salts' return, which results from a rigorous target setting process with schools. These targets are currently replicated for 2009/10 and 2010/11, and will be updated over the course of the next three years as more information on which to base targets becomes available.
- Where Salts data is not available, targets have been based on Fischer Family Trust (FFT) estimates for that particular year's cohort. Similarly, these will be subject to change when Warwickshire schools undergo their target setting processes for the coming years.

Focus on disadvantaged groups

We are working to develop the educational achievements of young people in Warwickshire, with particular attention to disadvantaged groups, through a focus on specific areas of the county, and pupil groups.

Success will be measured by:		Targets for 2008-2011		
		2008/9	**2009/10**	**2010/11**
Key Stage 4 attainment in the 30% most deprived areas of the county	5+ A-C or equivalent (uncapped*) **Local Area Agreement 2007 measure (CYP10ii)**	71%	72%	72%
	5+ A-C inc. English and Maths (uncapped*) **Local Area Agreement 2007 measure (CYP10ii)**	59%	TBC – See note above	
	Average points scored (capped**) **Local Area Agreement 2007 measure (CYP10iii)**	325	327	332
	Average total points score (per pupil) in the top 30% most deprived Super Output Areas (SOAs) **Local Area Agreement 2007 measure (CYP12a)**	272	283	277
Attainment of looked after children	Percentage of children received one A-G at GCSE **Local Area Agreement 2007 measure (CYP12b)**	91.4%	94%	N/A
Attainment of black Caribbean children	Average total points score per pupil - Key Stage 4 (capped**) **Local Area Agreement 2007 measure (CYP12c)**	290	302	328

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Attainment of multi-heritage children	Average total points score per pupil - Key Stage 4 (capped**) **Local Area Agreement 2007 measure (CYP12d)**	316.4	336.4	340.9
Improving educational attainment for disadvantaged learners in the early years	Number of children achieving Level 6 or above at Foundation stage in Personal & Social Education (PSE) **Local Area Agreement 2007 measure (CYP14a)**	93.9%	96.4%	N/A
	Number of children achieving Level 6 or above at Foundation stage in Communication, Literature & Language **Local Area Agreement 2007 measure (CYP14b)**	75.8%	79.4%	N/A
Improving Key Stage 2 results for disadvantaged learners through music and dance	Enhanced attainment at Key Stage 2 in English **Local Area Agreement 2007 measure (CYP14ci)**	87%	86%	86%
	Enhanced attainment at Key Stage 2 in Maths **Local Area Agreement 2007 measure (CYP14cii)**	86%	84%	86%
	Enhanced attainment at Key Stage 2 in Science **Local Area Agreement 2007 measure (CYP14ciii)**	93%	93%	93%

** Uncapped results – The average of all the grades
*** Capped results - The average of the best 8 grades

Support schools to reduce the need for exclusions			
The local authority, in partnership with schools, has published a strategy for the inclusion of children with emotional, social and behaviour difficulties. Implementation of this will address all aspects of support and capacity building in schools, families and support services.			
	Targets for 2008-2011		
Success will be measured by:	**2008/9**	**2009/10**	**2010/11**
Rate of permanent exclusions from school **(NI114)**	TBC	TBC	TBC

Involve children, young people and families in shaping services			
We will be working with our partners and other agencies to achieve a comprehensive system of consultation and involvement with young people as part of service design and delivery.			
	Targets for 2008-2011		
Success will be measured by:	**2008/9**	**2009/10**	**2010/11**
Increase the participation of children, young people and families in influencing the development and evaluation of services (achievement of "Hear By Right" standards) **Local Area Agreement 2007 measure**	70%	100%	100%

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Other Local Area Agreement measures which support this priority are:

Success will be measured by:	Targets for 2008-2011		
	2008/9	2009/10	2010/11
Be Healthy			
Emotional health of children **Local Area Agreement 2008 measure (NI 50)**	TBC*	TBC*	TBC*
Obesity among primary school age children in Year 6 **Local Area Agreement 2008 measure (NI 56)**	TBC*	TBC*	TBC*
Stay Safe			
Children who have run away from home/care overnight **Local Area Agreement 2008 measure (NI 71)**	TBC*	TBC*	TBC*
Enjoy and Achieve			
Achievement of a Level 2 qualification by the age of 19 **Local Area Agreement 2008 measure (NI 79)**	TBC*	TBC*	TBC*
Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4 **Local Area Agreement 2008 measure (NI 102)**	TBC*	TBC*	TBC*
Make a Positive Contribution			
Young people's participation in positive activities **Local Area Agreement 2008 measure (NI 110)**	TBC*	TBC*	TBC*
Achieve Economic Well-Being			
Proportion of children in poverty **Local Area Agreement 2008 measure (NI 116)**	TBC*	TBC*	TBC*
16 to 18 year olds who are not in education, training or employment (NEET) **Local Area Agreement 2008 measure (NI 117)**	TBC*	TBC*	TBC*

*Please note that on 31st Jan LAA Block Leads agreed the initial set of 32 outcome measures which will form the new LAA. These will form the basis of negotiation with Government Office and a target setting process will be undertaken during February 2008. Where these measures influence our priority areas they all have been included in this Plan. The associated targets will be presented in the final version of the CBP presented to Full Council in March 2008.

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Caring for Older People

Background

The White Paper "Our Health, Our Care, Our Say" focuses on promoting the quality of life through enhancing independence, well-being and choice for service users, patients and carers. This is echoed in the priorities of local people, who are looking for more flexible and accessible services, information and signposting, which offer choice and meet needs. Central to this will be developing community services that promote health and well-being and enable older people to retain their independence. Key to this is the on-going development of partnership working and joint commissioning with Health, and District and Borough Councils.

Challenges and Aspirations

Warwickshire's population is ageing and is expected to increase significantly by 2016, especially those aged 85 and over, resulting in a projected increase in demand for high level, community and preventative services. The incidence of older people with dementia is also predicted to grow by 27% by 2016 compared with the 2006 baseline. The significant growth in Black and Minority Ethnic (BME) elders continues and we are identifying ,that many people require specific, culturally sensitive services; with county figures disguising differences in BME populations between districts.

We aim to manage this increasing need through continuing to increase efficiencies, and also earlier preventative provision, to reduce or delay requirements for high dependency services and continue to build and shape our PHILLIS preventative service. Older people have told us that they want to live as independently as possible in their own homes. They also want support to regain their independence after, for example, a period of ill health or admission to hospital.

We are working closely with older people and health colleagues to refresh the Joint Commissioning Strategy for older people and we are updating the associated implementation plan which takes account of recommendations from the Joint Inspection of Older People's Services. We are also developing a joint commissioning approach for older people with mental health problems and will be reviewing our services that help to support people with dementia and related conditions.

We will be working closely with Warwickshire PCT to support the delivery of the Commissioning for a Healthy Warwickshire strategy and have had input into the PCT's Local Delivery Plan

We recognise the important contribution that unpaid carers make in enhancing the lives of older people and will be taking account of their needs when updating our joint carers strategy through the newly established carers Partnership Board.

Our work with district and borough council housing colleagues is seeking to reduce waiting times for major adaptations and improve home improvement agency services.

During 2008 we will be conducting a strategic review of housing related support services for older people the results of which will inform re-configuration of services to deliver better outcomes

In addition we recognise that there is a need to do more in tackling inequalities and improving access to services, and we will continue to address the development of consistent and equitable service provision as part of all planning and delivery.

During the life of this plan we will be vigorously pursuing the personalisation agenda by working to significantly increase the uptake of Direct Payments and will be developing our approach to individual budgets drawing on lessons learnt from pilot authorities.

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To deliver this Priority – we will

Support independent living wherever possible

We will be working in partnership with NHS Warwickshire, District & Borough Councils, customers and providers, to develop a range of community-based services that support the independence of older people.

Success will be measured by:	Targets for 2008 - 11		
	2008/09	**2009/10**	**2010/11**
Increasing the number of older people helped to live at home **Corporate Report Card measure (PAF C32)**	76	83	87
Increasing provision of Intensive home care **Corporate Report Card measure (PAF C28)**	11.5	12	12.5
Services for carers - services received as % of all community based service clients. **Corporate Report Card measure (PAF C62)**	15%	16%	17%
People with a long term condition supported to be independent and in control of their condition **Local Area Agreement 2008 measure (NI124)**	TBC*	TBC*	TBC*
People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently **Local Area Agreement 2008 measure (NI139)**	TBC*	TBC*	TBC*

Maximise the well being and safety of people

We will be working to deliver the outcomes prioritised through joint meetings of Older People's Forum and Health Improvement and Well-Being Group; with particular focus on healthier lifestyles, preventative services and increasing the dignity and choice of older people, ensuring ease and equality of access to services

Success will be measured by:	Targets for 2008 - 11		
	2008/09	**2009/10**	**2010/11**
% of adults accommodated in single rooms **Corporate Report Card measure (PAF D37)**	95%	95%	98%
Increase satisfaction with home care service **Corporate Report Card measure (LPSA2)**	69.5%	N/a	N/a
Number of vulnerable people achieving independent living **Local Area Agreement 2008 measure (NI 141)**	TBC*	TBC*	TBC*
Number of vulnerable people who are supported to maintain independent living **Local Area Agreement 2008 measure (NI 142)**	TBC*	TBC*	TBC*
All-age all cause mortality rate PSA 18 **Local Area Agreement 2008 measure (NI120)**	TBC*	TBC*	TBC*
16+ current smoking rate prevalence PSA 18 **Local Area Agreement 2008 measure (NI123)**	TBC*	TBC*	TBC*

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Working in partnership to reduce deaths from circulatory diseases in the area of highest mortality – Nuneaton & Bedworth **Local Public Service Agreement 2 measure**	99 per 100.000 population	TBC*	TBC*

Offer the choice and control of a range of services as close to home as possible

We will work in consultation with service users, carers and service providers, optimising the use of direct payments to service users to give them choice and control in accessing services.

Success will be measured by:	Targets for 2008-11		
	2008/09	**2009/10**	**2010/11**
Increase in direct payments)[1] **Corporate Report Card measure(PAF C51)**	170 per 100,000 adults	220 per 100,000 adults	270 per 100,000 adults

[1]Over time increases may be seen in the number of customers in receipt of individual budget rather than direct payments. This will be reflected in the new national indicator NI 130 which will measure self directed support through direct payments and individual budgets and will be introduced during the life of this Business Plan .

A further Corporate Report Card Indicator which supports achievement of this Top Priority is:

Corporate Report Card Indicator	Targets for 2008-11		
	2008/9	**2009/10**	**2010/11**
Admission of people (65 or over) to residential / nursing care per 10,000 head of the population aged 65 or over **Corporate Report Card measure**	70	70	68

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Pursuing a Sustainable Environment

Background

Nationally environmental issues, particularly related to climate change and sustainable development, are becoming increasingly higher profile. The escalating Landfill Tax and the environmental impact of landfill greenhouse gas emissions will have increasing significance for the County Council, with substantial penalties if we do not achieve EU landfill targets from 2009/10.

Challenges and Aspirations

There is a fast-moving agenda on environmental issues. Levels of public interest are accelerating, resulting in rising expectations of the County Council. In tandem with this, the government agenda has shifted gear and focus, and is generating rapid legislative changes, which will affect our future plans for the County.

To this end we have numerous programmes underway to improve our environment and those relating specifically to WCC are monitored through the corporate ISO 14001 environmental management system. In addition to the specific measures outlined overleaf our Corporate Environmental Objectives will therefore be used to measure our success in all our initiatives and specifically in relation to Waste Minimisation and Climate Change.

Our priorities include effective partnership working with Boroughs and Districts to deliver more joined up services through Local Area Agreements, integrated waste management to stop and then reverse the increasing volume of waste produced in Warwickshire, and maximise diversion of waste away from landfill through a joint Municipal Waste Strategy, and a long term partnership with Coventry and Solihull Councils on an Energy from Waste facility.

It is the County Council's responsibility under the Warwickshire Climate Change Strategy to show leadership and co-ordinate activities in environmental sustainability, leading by example through its own environmental management and partnerships, e.g. with the Carbon Trust to reduce the Council's 'Carbon Footprint'. Integral to this is working in partnership with not only other public sector bodies but also private and community organisations.

Levels of traffic congestion and quality public transport provision are important to local people, and 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, making roads safer, and ultimately reducing the need to travel. It must not be forgotten though that all these provisions can only be delivered through the maintenance of our transport infrastructure and road network in the County to support an efficient modern economy. The Warwickshire Local Transport Plan is therefore the driver for both transport infrastructure improvements and CO_2 reduction initiatives across the County.

To deliver this Priority – we will

Implement a Climate Change Strategy

We are working with partners in the Warwickshire Climate Change Partnership on the reduction of greenhouse emissions. We will lead by example by implementing our own environmental management system.

Success will be measured by:	Targets for 2008-11		
	2008/09	2009/10	2010/11
CO_2 reduction from Local Authority operations **Corporate Report Card measure (This will be replaced with NI 185 once the baseline is established during 2008/09)**	TBC	Targets to be determined following establishment of baseline	
Per capita CO2 emissions in the LA area PSA 27 **Local Area Agreement 2008 measure (NI 186)**	TBC*	TBC*	TBC*
Adapting to climate change PSA 27 **Local Area Agreement 2008 measure (NI 188)**	TBC*	TBC*	TBC*
To improve commercial efficiency through the no. of organisations working with the Carbon Trust or Warwickshire Climate Change Partnership or similar organisations carbon management themes. **Local Area Agreement 2007 measure**	96 30% increase from 2007/8	134 30% increase from 2008/9	174 30% increase from 2009/10
Improved Local Biodiversity - Active Management of Local Sites **Local Area Agreement 2008 measure (NI 197)**	TBC*	TBC*	TBC*

Improve the Waste Management approach.

We will work with District & Borough Councils through the Warwickshire Waste Partnership to deliver integrated waste management. The aim is to reverse the increasing volume of waste produced in Warwickshire, and we are demonstrating good practice by undertaking projects to minimise the impact of our waste on the environment. To support this, the WCC will work to ensure that Warwickshire has a suitable and appropriate waste management infrastructure for future treatment, disposal and recycling requirements.

Success will be measured by:	Targets for 2008-11		
	2008/09	2009/10	2010/11
Municipal waste landfilled **NI 193**	57.48%	51.80%	48.05%
Residual household waste per head **Local Area Agreement 2008 measure (NI 191)**	346kg[1]	327kg[1]	323kg[1]
Household waste recycled and composted **NI 192**	38.05%	41.60%	42.42%

[1] Provisional targets set based on previous years, but subject to LAA negotiations during February

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Address transport needs and challenges

We will be working with partners to deliver the Local Transport Plan, with the objective of meeting transport needs more effectively by focusing on accessibility, tackling congestion and better air quality by reducing the need for private car usage, making roads safer, and ultimately reducing the need to travel.

Success will be measured by:	Targets for 2008-11		
	2008/09	**2009/10**	**2010/11**
Change in countywide road traffic mileage **Local Transport Plan 2 and CBP 2007-10 measure**	106.1	107.7	109.3
	(relative to 2004 baseline, index 100)		
Congestion - average journey time per mile during the morning peak **NI 167**	Baseline to be established in 2008/09	Targets to be determined following establishment of baseline	
Number of journeys made by bus **Local Transport Plan 2 and CBP 2007-10 measure (NI 177)**	11.54m	11.64m	11.75m
Number of Road casualties - Killed or Seriously Injured (KSI) **LPSA2 Target for 2008/09 and CBP 2007-10 measure (NI 47)**	393	389	385

Other Corporate Report Card Indicators which support achievement of this Priority are:

Corporate Report Card Indicators	Targets for 2008-11		
	2008/09	**2009/10**	**2010/11**
Maintain ISO14001 certification in each Directorate	6	6	6
Environment CPA Score until 2008/9 - CAA Score from 2009/10 **Corporate Report Card measure**	4	N/a	N/a

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8.0   Further information and related documents

Further information and documents relating to the Corporate Business Plan 2008-11 can be accessed via the following links:

Medium Term Financial Plan

http://www.warwickshire.gov.uk/performance

WCC Annual Review 2007/08

http://www.warwickshire.gov.uk (web address TBC when Warwickshire View is published)

Best Value Performance Report 2008/09

http://www.warwickshire.gov.uk/performance

Local Area Agreement for Warwickshire

http://www.warwickshire.gov.uk/newlaa

Corporate Risk Strategy

http://wcc-apps1/Web/corporate/pages.nsf/Links/55BEC2839D68F4D6802572E3002D6748

Corporate Report Card
Published quarterly, six weeks after the end of period

http://www.warwickshire.gov.uk/corporate/committe.nsf/WPWCC?openview&CollapseView

Directorate Plans and Report Cards (internal only)

https://intranet.warwickshire.gov.uk/portal/Intranet/ourcouncil/performancemanagement

Appendix B - Risk Assessment of the County Council's Strategic Priorities

1. The purpose of the risk assessment is to identify and understand the key corporate risks that could hinder the achievement of the Council's priorities and objectives and to consider what actions need to be put in place to reduce the likelihood and impact of the risks if they were to materialise.

2. This year the risk assessment was facilitated by the Strategic Risk Manager undertaken in the context of the developing corporate business plan. A series of interviews were held with the Strategic Directors and key officers to review and update the corporate risk register.

3. The key corporate risks are the risks that fall above the tolerance line. These have been plotted on the Corporate Risk Map shown on the next page. Where risks fall below the tolerance line it is desirable that Directorates take action to manage them having regard to the resources available.

4. Specific information about each risk, the actions to manage them, the risk owners and review dates are set out in the Corporate Risk Register is available on request to the Corporate Risk Manager.

5. Due to the strategic nature of these risks the descriptions and scoring have remained fairly static. However, the actions to mitigate them have been progressed and these have been updated and new actions have been put in place for this financial year.

6. One new key risk has been included relating to the Fire Investigations following the Atherstone-on-Stour Fire in November 2007 (see Risk Ref 15).

7. The level of likelihood for risk references 6 and 7 has been reduced following the completion of actions put in place to manage them and these risks now fall below the tolerance line.

8. Following the endorsement of the new Risk Management Strategy by the Cabinet in December 2007 a revised approach to this risk assessment will be put in place to support the corporate business planning process for the next financial year. A risk workshop to rollout out the revised approach will be held with SDLT around July 2008 in line with the Business/Financial and Performance Reporting timetable for 2008/09.

Summary Detail of Key Corporate Risks

Corporate Risk Map

		IMPACT			
		Negligible IV	Marginal III	Critical II	Catastrophic I
LIKELIHOOD	**Very High A**				
	High B			Risks 1, 2, 3 & 11	
	Significant C			Risks 4, 5, 13, 14 & 15	
	Low D			Risks 6, 7, 9 & 12	
	Very Low E			Risk 10	Risk 8
	Almost Impossible F				

Key Corporate Risks (ranked according to risk rating)

Risk Ref	Risk Title	Risk Rating	Risk Description
1	Community Leadership	B11	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.
2	Collective Working	B11	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 enhanced performance benefits of collective working across services and a culture change of "oneness" reflecting a positive, high performing organisation.
3	Economic and Social Divisions	B11	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.

Risk Ref	Risk Title	Risk Rating	Risk Description
11	Pandemic Influenza Outbreak	B11	Advice from the Department of Health is that the expected absence rate following an outbreak could be between 33%-50% over a 15 week period. This presents the Council with a number of issues relating to its responsibilities for the provision of an external emergency response and internally the continued provision of priority services. The risk is the failure to maintain adequate staffing levels to respond effectively.
4	Human Resources	C11	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 staff with the right skills in place at the right time.
5	Resource Availability	C11	WCC has continued constraints on the funding available to deliver services. Key issues include: • Demand led pressures e.g. waste and adult care • 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 deliver its statutory service provision and to achieve its vision for One Warwickshire.
13	Caring for Older People	C11	In accordance with the White Paper "Our Health, Our Care, Our Say", there is an expectation that the Council will increase the numbers of people helped to live at home and improve the health and well-being of those who live in the community. This is to be funded through increased efficiencies and the redirections of resources from more traditional forms adult of social care The risk is that the Council's performance in this area does not improve.
14	Pursuing a Sustainable Environment	C11	There is a fast moving agenda on environmental issues. Nationally environmental issues particularly related to Climate Change and Sustainable Development are becoming increasingly high profile. 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 sudden changes in legislative or fiscal requirements will make delivery of objectives more difficult across a partnership.
15	Fire Investigation	C11	The Police and the HSE are conducting investigations into the circumstances of the deaths of four fire fighters at Atherstone-on-Stour on 2 November 2007 which will take a considerable length of time to complete before findings are published. In the interim information is being released to stakeholders by external parties over which the Fire and Rescue Service and the County Council have little or no control. Risk of erosion of stakeholder confidence in the Fire and Rescue Service and the County Council as the Fire and Rescue Authority.