

AGENDA MANAGEMENT SHEET

Name of Committee North Warwickshire Area Committee

Date of Committee 26 July 2006

Report Title North Warwickshire Area Business Plan
2005/06 Year-end Report

Summary This report outlines the performance against milestones/actions and key performance indicators proposed in the 2005/2006 North Warwickshire Area Business Plan. It also introduces to Members the new Area Business Plan 2006/2007.

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

Background papers None

CONSULTATION ALREADY UNDERTAKEN:- Details to be specified

- Other Committees
- Local Member(s) Applies to all Members of the committee
- Other Elected Members
- Cabinet Member
- Chief Executive
- Legal Catherine Witham
- Finance
- Other Chief Officers David Carter, Strategic Director of Performance and Development
- District Councils
- Health Authority

Police

Other Bodies/Individuals

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

Agenda No

North Warwickshire Area Committee - 26 July 2006

North Warwickshire Area Performance 2005/06 and Area Business Plan 2006/07

Report of the Strategic Director - Policy and Development

Recommendation

That the North Warwickshire Area Committee:

1. comments on progress made against milestone targets and key performance indicators contained in the 2005/06 Area Business Plan and
2. endorses actions/milestones and targets contained in the new 2006/07 Area Business Plan.

1.0 Introduction

1.1 The 2005/06 North Warwickshire Area Business Plan was agreed by this Area Committee on 8 June 2005. It contained details of actions and milestone targets proposed for delivery by Warwickshire County Council Departments in the North Warwickshire area over a 12-month period. The plan was based around the six Corporate Objectives of the County Council and sought to illustrate the ways in which the County Council, as a strategic authority, tailored and delivered its services to address local needs. The following report outlines the council's success in delivering those actions.

1.2 This report:

- a) looks back on the year 2005/06 and assesses the progress that has been made by departments in pursuing the various milestone targets and actions that they set out to reach a year ago and,
- b) introduces the 2006/07 Area Business Plan.

2.0 2005/06 Actions and Performance

2.1 **Appendix A** of this report provides data relating to performance against the key target indicators and progress made towards meeting the milestone targets that were proposed for this area by the county council's departments. Where possible, a commentary has been provided by directorates.

- 2.2 Members will note that the colour coding or traffic lighting used in this report differs from that used in previous years in that it uses the red, blue and green system. The decision to use a new system was made by the Corporate Policy Reference Group in February 2006 in response to stated concerns that the red, amber, green system, with its generic tolerances of 6 months delay or plus or minus 10% against performance was inflexible. It is important that the reader appreciates that the new system involves more than just a change in the colours used, rather it shifts the emphasis very firmly so that the objective must be to **hit** the target. In the past it has been considered acceptable to exceed a target. To do so is not necessarily considered acceptable as it suggests that either excess resources have been used or projects have been inadequately planned.
- 2.3 A second refinement to the monitoring and reporting system is that tolerances against targets are to be less forgiving but more flexible. This means that where a tolerance of plus or minus six months was previously used, that has now been reduced to two months for the majority of milestone targets. A similar approach has been adopted for the performance indicators in that tolerances are tighter and yet flexible. The expectation is that this new system will not only enhance Members' and our customers awareness of the quality of service we are providing, but will also aid directorates in their planning of local service delivery. The tables below summarises the new system.

<i>Milestones</i>
RED - Greater than or equal to 2 months after the Milestone Date.
BLUE - Between 0 and 2 months after the Milestone Date.
GREEN - Before the Milestone Date.

<i>Performance Indicators</i>
RED - Greater than 5% below the Target Value.
BLUE - Between the Target Value+2% and the Target Value-5%.
GREEN - Greater than 2% above the Target Value.

- 2.4 To assist the interpretation of the information contained in appendix A the following bullet points highlight some of the headline achievements of the County Council in the area.
- TO BE COMPLETED ONCE APPENDIX INFORMATION IS AVAILABLE
- 2.5 In light of the information provided, the Area Committee may wish to identify any issues it wishes to explore further.

3.0 The 2006/07 North Warwickshire Area Business Plan

- 3.1 As well as reflecting on last year's performance, it is important to give regard to what the County Council will be doing in the North Warwickshire area in this financial year.

- 3.2 Attached at **Appendix B** is a copy of the North Warwickshire Area Business Plan 2006/07. It sets out the milestone actions and performance targets for the area. As in previous years the plan should be regarded as an extension of the County Council's Corporate Business Plan. Members will be aware that the Corporate Business Plan for this year has been structured around the Local Area Agreement Blocks (as opposed to the corporate objectives). This approach has been adopted for the Area Business Plan.

4.0 Summary

- 4.1 This report has focused on the actions of the county council's directorates during 2005/06 and the way in which they have sought to the best service to the people of North Warwickshire. Members' views are now sought on the progress made to date and what is planned to happen in the future.

DAVID CARTER
Strategic Director - Policy and
Development

Shire Hall
Warwick

13 June 2006

**Warwickshire County Council
North Warwickshire Area Business Plan 2005/06
End of Year Performance Report**

The following tables, based upon details contained in the North Warwickshire Area Business Plan, 2005/06, provide a full year position statement on the County Council's performance against its key performance indicators and milestones / actions. The tables are based around the Corporate Objectives adopted by the County Council.

Using a similar approach to that adopted for performance reporting elsewhere the following approach has been adopted.

Milestones / Actions		No. of Objectives / Key Tasks	% of Total
RED	Greater than or equal to 2 months after the Milestone Date		
BLUE	Between 0 and 2 months after the Milestone Date		
GREEN	Before the Milestone Date		
▪	Deferred or superseded		
	Not Yet Reported		

Key Performance Indicators		No. of Objectives / Key Tasks	% of Total
RED	Greater than 5% below the Target Value		
BLUE	Between the Target Value+2% and the Target Value-5%.		
GREEN	Greater than 2% above the Target Value.		
▪	Deferred or superseded		
	Not Yet Reported		

**Warwickshire County Council
North Warwickshire Area Business Plan 2006/07**

**Warwickshire County Council
North Warwickshire Area Business Plan 2005/06
End of Year Performance Report**

Promote Lifelong Learning and Personal Development

Performance Area	Warwickshire			North Warwickshire		
	Actual 04/05	Target 05/06	Actual 05/06	Actual 4/05	Target 05/06	Actual 05/06
School Improvement Strategy for 16-19 year-olds						
Average points score per student entered	308.6	309.6	303.2 BLUE	275.3	No target	296.1 GREEN
School Improvement Strategy at end of Key Stage 4, 16-year-olds						
% Achieving 5+ A*- C Grades	54.3	61	57.3 BLUE	45.2	50.2	47.3 BLUE
School Improvement Strategy at end of Key Stage 3, 14-year-olds						
Percentage of 14 year olds in schools maintained by the LEA achieving Level 5 or above in Key Stage 3 tests in English.	76	78	78 BLUE	71.3	71.0	74.3 GREEN
Percentage of 14 year olds in schools maintained by the LEA achieving Level 5 or above in Key Stage 3 tests in Mathematics	76	79	77 BLUE	71.6	74.3	71.2 BLUE
Percentage of 14 year olds in schools maintained by the LEA achieving Level 5 or above in Key Stage 3 tests in Science.	72	78	74.0 BLUE	65.2	72.7	70.9 BLUE
Percentage of 14 year olds in schools maintained by the LEA achieving Level 5 or above in Key Stage 3 tests in ICT.	72.8	78	73.4 RED	73.6	76.4	73.6 BLUE
School Improvement Strategy at end of Key Stage 2, 11-year-olds						
% Achieving level 4 or over in English	80	81	82.0 BLUE	76.8	77.5	79.2 GREEN
% Achieving level 4 or over in Maths	77	82	78.0 BLUE	75.3	77.9	72.5 RED

Promote Lifelong Learning and Personal Development

Raise standards of achievement for learners, particularly in schools: focussing on the quality of teaching and learning, curriculum enrichment, support for gifted and talented learners and the capital infrastructure.

Local Action	Service Plan	Local Milestone	Progress/Date	Status
Support towards reaching targets for gifted and talented learners.	Single Education Plan	<p>Gifted and talented summer schools to be held in Queen Elizabeth School July /August 2005.</p> <p>Cluster project: Coleshill Art and Design and Shustoke Primary. Summer Term 2005.</p>	<p>Summer School held.</p> <p>Cluster projected completed.</p>	Blue
Local Milestone	Single Education Plan	<p>Provide a programme of activities that facilitate and support progression to post 16 courses (eg ACE, Aimhigher and VocACE)</p> <p>Provide a programme of flexible, work-related learning opportunities pre 16 which offer national accreditation and progression to FE-</p> <p>Develop a programme of area based collaborative provision to meet the needs of learners more effectively; ensure that a range of appropriate provision and progression routes are accessible to all learners in each area</p> <p>The annual progression rate post 16 rises to 79.9% of 16 year olds. Student retention rates post-16 in NW rise to 95.</p>	<p>All planned activities have taken place both within centrally funded LA"ACE" programme and nationally funded "Aimhigher" programme. Positive impact on progression rates to next stage of learning reported for participating cohort. NOVA programme for WRL continuing to recruit well with schools and achievement rates for current 11 in excess of 90%. Good response to Young Apprenticeship programme. New secondary re-engagement national pilot project Re@activ8 Successfully recruited 20 learners for 2 days personal skills and vocational programme.</p> <p>Staying on rate in education for Northern Area (inc Nun Beds) 72% 2005, rise of 3.2% on 2004.</p>	Blue
				Red

Promote Lifelong Learning and Personal Development

Raise standards of achievement for learners, particularly in schools: focussing on the quality of teaching and learning, curriculum enrichment, support for gifted and talented learners and the capital infrastructure.

Local Action	Service Plan	Local Milestone	Progress/Date	Status
Make best use of buildings and other assets.	Single Education Plan	Building project to assist the merger of Kingsbury Infant and Kingsbury Junior Schools into an all through primary school w.e.f. September 2005.	Building project completed.	Blue
		Building work to develop a new generic special school serving North Warwickshire.	Phase I of the building project due for completion August 2006. Phase II due for completion February 2007.	Red

Promote Lifelong Learning and Personal Development

Performance Area	Warwickshire			North Warwickshire		
	Actual 04/05	Target 05/06	Actual 05/06	Actual 4/05	Target 05/06	Actual 05/06
Community Learning – Early Years						
Number of new childminders on the county day	160	No longer measured		44	No longer measured	

Develop Community Learning Plans to counteract the effects of deprivation and disadvantage on standards; and generally, increase participation in learning.				
Local Action	Service Plan	Local Milestone	Progress/Date	Status
Continue development of universal early years and childcare entitlements for all Warwickshire families through work on: Sure Start, Early Years, Childcare and Children's Centres as part of the Children Act. (relates to LPSA2 target and Warwickshire Strategic Plan aim)	Single Education Plan	Mancetter Sure Start Local Programme designated as children centre.	Completed	Blue
		Atherstone Early Excellence centre designated as a Children's Centre.	Completed	
		Plan published for Phase 2 of Children's Centre roll out.	Completed	
		Exploratory work undertaken on establishing an innovative Children's centre based around Polesworth fire station.	Completed	
		Outreach provision for disadvantaged rural areas in the North of the County.	Completed	
		Extending the reach of existing Children's Centres in other local areas.	Completed	

Promote Lifelong Learning and Personal Development

Develop Community Learning Plans to counteract the effects of deprivation and disadvantage on standards; and generally, increase participation in learning

Local Action	Service Plan	Local Milestone	Progress/Date	Status
Develop "Bookstart" to promote books and reading to the under 3s	LHTS	Contribute to Bookstart, Bookstart Plus and Treasure Box to encourage more pre-school children and their families to use library services Bookstart packs distributed by March 2006	County wide Bookstart 90%, (4,771 packs), Bookstart Plus 93%, (2,748 packs) Treasure chest 100%, (2,950 packs)	Blue
Direct intervention for schools identified by OFSTED as needing help.	Single Education Plan	Detailed programme of support from across the LEA and monitoring for Hartshill and Queen Elizabeth Schools.	Detailed programme of support agreed on a termly basis. Queen Elizabeth School removed from special measures May 2006. HMI visit to Hartshill School have identified progress, ofsted inspection awaited	Blue
Improve practical cooperation with LEA to support pupils' learning	LHTS	Participate in Children's University programme with nominated schools	No progress: staff-intensive preparation overtaken by long-term staffing issues	Red
		Target school visits and manage these more effectively	Successful pilots at Kingsbury and Dordon	Blue
	LHTS	Implement Hop Skip and Race for children 5 – 8	Rolled out across the area	

Promote Lifelong Learning and Personal Development

Develop Community Learning Plans to counteract the effects of deprivation and disadvantage on standards; and generally, increase participation in learning

Local Action	Service Plan	Local Milestone	Progress/Date	Status
Target youth work programmes to support the transition from childhood to adulthood, particularly for young people who are disabled, non-attenders at school, drug users or offending	Single Education Plan	To have meaningful contact with 1303 young people in North Warwickshire (25% of 13-19 population).	Regular contact and participation of young people is 716 and 421 giving a total of 1137 for the year. This is good contact for NW young people.	Blue
		To have ongoing relationship with 782 young people in North Warwickshire (15% of 13-19 population).	This is regular contact given as above 716 young people for 13-19 years of age. Excluding Area Council funded work.	
		To be able to demonstrate that 469 young people have progressed due to youth service intervention.	Training has been put on for staff delivering recorded outcomes and it is being progressed. The data is not yet available, it is intended that we have this for the current year.	
		To be able to demonstrate that 234 young people have achieved an accredited outcome.	The County Challenge Award delivered to 47 young people, and also 59 D of E Access Awards. Giving a total of 106 achieved.	
Continue the implementation of the actions and initiatives in the Museum Strategic Plan.	LHTS	Improve utilisation of Museum services within North Warwickshire area (site based, mobile and electronic)		
		10 school visits to St John's Museum/Heritage Education from North Warks area during 2005-06	14 Warwickshire LEA school visits to St John's Museum/Heritage Education from North Warwickshire area during 2005-6	Green
		4 On the Road exhibitions placements at North Warks area venues during 2005-06	10 On the Road exhibitions placed at North Warwickshire area venues during 2005-6 (307 days at venues)	Green
		5 support and development visits by Community Museums Officer to heritage groups in the North Warks area	12 support and development visits by Community Museums Officer to heritage groups in North Warwickshire area during 2005-6.	Green

Promote Lifelong Learning and Personal Development

Develop Community Learning Plans to counteract the effects of deprivation and disadvantage on standards; and generally, increase participation in learning

Local Action	Service Plan	Local Milestone	Progress/Date	Status
Start to implement the 10-year vision, 'Building For the Future', arising from the Best Value Review of Libraries	LHTS	<p>Deliver Best Value Action Plan to achieve long term organisational changes 2005-8</p> <p>Service becomes excellent and meets needs of Warwickshire communities</p>	Final report not presented, overtaken by corporate changes in WCC. Outcomes of review being incorporated into improvement programme.	Red
Implementation of national strategies for numeracy and literacy in primary and secondary education	Single Education Plan	<p>9 primary schools are involved in the Intensifying Support Programme.</p> <p>6 schools are involved in the Primary leadership Programme until July 2005 and 11 schools for the next academic year.</p> <p>All secondary schools to receive adviser support to implement Secondary National Strategy. Level of support matched to need. Each school supported in chosen Whole School Project.</p>	The national strategies roll out for both primary and secondary schools completed as planned.	Blue

Promote Lifelong Learning and Personal Development

Promote the access and inclusion of all learners, whilst taking positive action to meet the needs, and accelerate the progress and achievements of our most disadvantaged learners.

Local Action	Service Plan	Local Milestone	Progress/Date	Status
Remove barriers to achievement through improving inclusive practices in schools and LEA policies.	Single Education Plan	<p>The Treasure Project – a school based emotional well-being project in six primary schools clustered around Polesworth High School.</p> <p>Development of a new generic special school serving North Warwickshire.</p> <p>To support dual registrations and placements of pupils with SEN at North Warwickshire special schools and local mainstream schools.</p>	<p>Completed Treasure Project worked well and has been expanded into other parts of the County. Adult and Community Learning Service working in partnership with The Treasure Project and others held a Family Fun Day on 25th October.</p> <p>Woodlands School completed, opened 1 April 2006 to replace the existing Blythe and Sparrowdale Schools.</p> <p>Completed dual registration system in place.</p>	Blue

Promote Lifelong Learning and Personal Development

Promote the access and inclusion of all learners, whilst taking positive action to meet the needs, and accelerate the progress and achievements of our most disadvantaged learners.

Local Action	Service Plan	Local Milestones	Progress/date	Status
Improve behaviour in schools.	Single Education Plan	<p>Development of a co-ordinated anti-bullying strategy about the area.</p> <p>Current level of pupils excluded is sustained at a level of no more than 1 permanent exclusion per 1000 pupils.</p>	<p>Awaiting info</p> <p>Achieved. Secondary school permanent exclusion rate in North Warwickshire was 0.5 permanent exclusion per 1000 pupils</p>	Blue
Improve education of vulnerable children.	Single Education Plan	<p>Pupil Reintegration Unit to work with Youth Offending Team, Youth and Community Service and schools to re-engage non-attending pupils.</p> <p>All pregnant teenagers and teenage mums linked into education.</p> <p>All Looked After children to have personal education plans.</p> <p>Percentage half-days non-attendance falls to 4% primary and 6% secondary across North Warwickshire schools.</p>	<p>Partnership working taking place as appropriate.</p> <p>Achieved. All referrals have an education plan and are engaged in education, update paperwork to schools will encourage early referral.</p> <p>Achieved for all children established in the area. Contact with all new arrivals and PEPs being drafted.</p>	Blue
Provide and deliver the summer Reading Challenge to children and adults	LHTS	Improve retention and completion rates on 2004 / 05	As reported mid-year, some libraries in NW improved retention rates, but overall the rate was down.	Red
Improve learner support in libraries	LHTS	Train staff on OCN – accredited modules to support learners	Ongoing-new staff now go through OCN accredited library modules as a matter of course.	Blue
		Introduce Inspiring Learning for All framework for assessing learning outcomes in libraries	Senior library staff organising events are adopting the GLOs.	Blue

Promote Lifelong Learning and Personal Development

Promote the access and inclusion of all learners, whilst taking positive action to meet the needs, and accelerate the progress and achievements of our most disadvantaged learners.

Local Action	Service Plan	Local Milestone	Progress/Date	Status
Work with partners to secure funding to enhance Library and Heritage buildings and improve the range and quality of services delivered.	LHTS	Explore options for improving premises or relocating at Atherstone	Joint feasibility study with NWBC confirms that co-location on Memorial Hall site is physically possible. Meanwhile joint corporate Property Review may suggest another option.	Blue
		Determine options for replacing Trailer service at Hartshill	Agreement reached with PCC, Holy Trinity Church Hartshill for occupancy of premises adjacent to Church. Work under way imminently, timescale 3 – 4 months	Blue
Maintain and increase usage levels of Library and Information services through performance management and target setting	LHTS	Increase lending by 1.5 %	Lending up in North Warwickshire by 0.3%. However Hartshill Trailer was closed for 7 months: temp. Mobile service instead	Blue
Maintain and increase usage levels of Library and Information services through performance management and target setting	LHTS	Increase visits by 3%	Visits up by 4.1% in North Warwickshire.	Green
		Increase public use of computers in libraries to 65% of availability	PC statistics not yet available	White
		Maximise impact of new Library at Coleshill through promotion and partnerships	Regular sessions by Volunteer Centre. Voluntary organisations provide coffee and promote own activities. Use of meeting room for confidential advice sessions. PAYP holiday activities summer successful and to be repeated.	Blue

Promote Lifelong Learning and Personal Development

Promote the access and inclusion of all learners, whilst taking positive action to meet the needs, and accelerate the progress and achievements of our most disadvantaged learners

Local Action	Service Plan	Local Milestone	Progress/Date	Status
Fulfil statutory responsibilities in relation to Equalities.	Single Education Plan	All North Warwickshire Schools have assured Race Equality Policies in place.	All North Warwickshire schools have a policy which is being implemented.	Blue
Undertake diversity and specialist projects such as extended schools and the further development of coherent services for learners.	Single Education Plan	<p>Establish at least one extended school in the North Warwickshire area.</p> <p>Development of a North Warwickshire extended school cluster.</p>	<p>A County Extended Schools Coordinator was appointed w.e.f. October 2005.</p> <p>All schools have received information about the option of applying for financial support to develop extended services. Funding support provided for 4 schools.</p> <p>The Extended Schools Coordinator in conversation with schools throughout the Borough about extended services.</p>	Blue
Promote consumer education through the implementation of a text messaging service for young people and 'Talking Shop' for schools.	LHTS	Promote "talkingshop" to all the secondary schools in North Warwickshire.	Text Messaging service launched & promoted.	Blue
		6 schools by March 2006	2 North Warwickshire Schools have signed up to Talking Shop.	Red

Promote the Health and Social Care of our Citizens

Performance Area	Warwickshire			North Warwickshire		
	Actual 04/05	Target 05/06	Actual 05/06	Actual 4/05	Target 05/06	Actual 05/06
Older People's Services						
People aged 65 or over receiving community based services per 1,000 head of the population aged 65 and over.	60.6	65	57.0 RED	70	60.2	53.8 RED
Number of households receiving more than 10 contact hours and 6 or more visits per 1,000 head of the population aged 65 and over	7.3	8.5	8.1 BLUE	8.1	7.7	7.3 RED
Admission of people aged 65 or over to supported and permanent residential /nursing care per 10,000 head of the population aged 65 or over.	80.6	79	73.0 GREEN	75.3	62.9	58.8 GREEN

Promote a better quality of life, independence and social inclusion for older people, refocusing the delivery of older people's services through strategic partnerships.

Local Action	Service Plan	Local Milestone	Progress/Date	Status
Avoid charges levied under the Community Care Delayed Discharges Act and invest savings to further reduce delayed discharges from hospital.	Social Services	Weekly monitoring of delayed transfers of care at the George Eliot Hospital and for North Warwickshire PCT (ongoing).	Weekly monitoring in place which informs quarterly delayed transfers reports. Delays at GEH are running at a rate which is significantly better than the target performance ie an average for all delays of 4.5 per week against a target of 13.	Green
		Establish enhanced system for monitoring reimbursable delayed transfers of care at the George Eliot Hospital by September 2005.	Some slippage – system being piloted at St Cross and now expected to be rolled out to GEH in 2006 / 07	Red

Promote the Health and Social Care of our Citizens

		Introduce new home care hospital discharge service by 31 March 2006.	New specialist Hospital discharge service will not now be introduced in North Warwickshire until 2006/07. It is being piloted in Warwick District prior to roll out.	Red
Promote a better quality of life, independence and social inclusion for older people, refocusing the delivery of older people's services through strategic partnerships.				
Local Action	Service Plan	Local Milestone	Progress/date	Status
Continue to modernise our home care and other community support services to help older people to live at home, and to improve the quality of domiciliary services.	Social Services	New specialist dementia home care service to be made available to North Warwickshire residents. By May 2005	Tender awarded (Sevacare) and service established in Nuneaton / Bedworth, which will be rolled out to North Warwickshire early in 2006 / 2007.	Red
		To make available new in-house specialist social re-ablement and fast response home care services in North Warwickshire by 31 March 2006	Some slippage – system being pilot in Nuneaton and now expected to be rolled out to North Warwickshire in 2006/07.	
		Implement action plan from Phase 1 of the SSD Community & Voluntary sector review by March 2006	The Voluntary Sector audit findings, emerging key themes and suggested action plan were reported and endorsed by Cabinet on 8 September 2005, for implementation in conjunction with the work already underway on the corporate strategy for the Council's relationship with the voluntary sector. A Commissioning Project Team has been established to deliver the agreed Voluntary Sector and Contract Schedule Plans.	

Promote the Health and Social Care of our Citizens

Promote a better quality of life, independence and social inclusion for older people, refocusing the delivery of older people's services through strategic partnerships.

Local Action	Service Plan	Local Milestone	Progress/Date	Status
			<p>However, in order to achieve compliance within the agreed timescales, the Commissioning Project Team has established a number of Adult Services Commissioning panels which have met and considered each contract with recommendations for contract extensions pending further detailed reviews.</p>	
<p>Increase the capacity of residential, day-care or domiciliary services and align to give older people more choice</p>	<p>Social Services</p>	<p>To progress land development for additional care home capacity in Mancetter, which will provide facilities for North Warwickshire residents</p>	<p>It is envisaged that the multi-agency North Warwickshire Mancetter development will include Care Home provision for those with dementia, Extra Care Housing and staff supported accommodation for those with Learning & Physical Disability. Office accommodation for the Community Mental Health Team is also being considered.</p> <p>This development will be project managed using Prince 2 methodology. This means the development will be undertaken in priority stages and approved at Board level throughout its estimated 2-3 year timescale. A project manager has been appointed to co-ordinate and oversee its' development</p>	<p>Blue</p>

Promote the Health and Social Care of our Citizens

Performance Area	Warwickshire			North Warwickshire		
	Actual 04/05	Target 05/06	Actual 05/06	Actual 4/05	Target 05/06	Actual 05/06
Children's Services						
Looked after Children - Stability						
Percentage of children looked after with 3 or more placements during the year	13.1	13	13 BLUE	9.5	13	To be reported
Percentage of children looked after adopted during the year	6.3	8	5.6 RED	5.1	8	
% of ½ days missed due to total absence in Primary, b) Secondary	4.95	4.89	4.9 BLUE	5	No Target	5.2
	7.47	7.38	7.4 BLUE	8.3		7.9
Education Access and Inclusion						
Number of Pupils permanently excluded during the year per 1000 at all maintained schools	1.18	1.0	1.9 RED	Information not available		2.15
Healthy Schools – School Improvement Strategy						
Number of Healthy Schools involved in the Warwickshire Healthy Schools Programme accredited at levels 2 and 3	84	100	77 RED	6	11	8 RED
Reduce Health Inequalities across the County through targeting the most disadvantaged.						
Local Action	Service Plan	Local Milestone		Progress/Date		Status
Enhance the environment of our towns and streets to benefit the health, safety, social and economic vitality of our communities (LPSA2).	PTES	LPSA 2 is awaiting agreement with ODPM		A LPSA 2 has not been agreed for street scene.		White

Promote the Health and Social Care of our Citizens

Reduce Health Inequalities across the County through targeting the most disadvantaged.				
Local Action	Service Plan	Local Milestone	Progress/Date	Status
Develop and implement proposals for children, which reflect the common vision for the future of Children's Services in Warwickshire	Social Services	To implement the vision for Children's Services. This will include more cohesive locality services. By March 2006	<p>A new Director for Children, Young People and Families was appointed on December 1st and a new management structure for the service will be in place from the 1st April.</p> <p>From the 1st April the work of the CA Project team will be integrated with the mainstream work of the Council and it's partners. The process of implementing the Act is of necessity long-term but overtime we shall see more cohesive locality services for children</p>	Green
Implement the Best Value review recommendations for children with disabilities	Social Services	Undertake a tendering process for the commissioning of services for children with disabilities. By March 2006	The tendering process and commissioning of services for children with disabilities was completed and a new contract has been awarded to Take A Break	Green
Develop a better range of services for children and families, in particular enhancing preventative services	Social Services	To complete the scoping exercise of services available to children and to identify the gaps in service provision. By October 2006.	The scoping exercise was completed. An enhance services pilot is to be run in Rugby from the 1 st April and will then be rolled out into the rest of the County	Green
Promote healthy eating.	LHTS	'Cyril the seal' primary school resource. Available to all 17 primary and junior schools in North Warwickshire by March 2006	<p>Launched in Nursery Hill Primary School, available to all other schools.</p> <p>Healthy eating activity for children at Water Orton and Kingsbury in Feb half term very well received by parents. Fruit a welcome change from squash and biscuits</p>	Blue

Promote the Health and Social Care of our Citizens

Reduce Health Inequalities across the County through targeting the most disadvantaged

Local Action	Service Plan	Local Milestone	Progress/Date	Status
Increase in the number of schools working towards a Warwickshire Health Promotion Schools Scheme accreditation.	Single Education Plan	Increase in recruitment of WHPSS in North Warwickshire by at least 3. Increase in accredited WHPSS in North Warwickshire by at least 2	No Information available	

Improve the Environment

Performance Area	Warwickshire			North Warwickshire		
	Actual 04/05	Target 05/06	Actual 05/06	Actual 4/05	Target 05/06	Actual 05/06
Number of new homes built on Brownfield sites.						
% of new homes built on previously developed land	60.8%	60%	68.0% GREEN	94	Information not available	

Promote and implement transport policies and targets, which balance the needs of people, businesses and the environment				
Local Action	Service Plan	Local Milestone	Progress/Date	Status
Progress the major schemes identified in the Local Transport Plan.	PTES	Coleshill Parkway: Secure DfT full approval for LTP Bid by 30/11/2005. Open station, bus interchange and bridge by 30/11/2006	Full approval obtained March 2006 and contracts let. Opening planned early 2007	Red
Invest in a public transport fleet that increases accessibility of modes of transport other than private cars.	PTES	Acquisition of 4 new low floor buses for operation on key networks in the North Warwickshire Area.	There has been a delay in the purchase of vehicles due to financial pressures elsewhere in the LTP programme. The estimated delivery date is now December 2006. However, on a positive note, ten buses (as opposed to 4) will be purchased which will have a greater impact upon the residents of North Warwickshire.	Blue

Improve the Environment

Minimise household waste and increase rates of recycling and composting				
Local Action	Service Plan	Local Milestone	Progress/Date	Status
Develop waste minimisation projects.	PTES	Support the setting up of a furniture re-use project to help residences within the borough	Trial period for the project started in September 2005. The project has been very successful in the initial 6 months with 21.37 tonnes of waste goods (406 items) collected and 6.14 tonnes (308 items) delivered to charitable institutions	Blue
Implement actions to achieve recycling targets (LPSA2)	PTES	<ul style="list-style-type: none"> Carry out education programme to 10,000 homes within the Authority To apply for planning permission for a recycling centre on the current Sparrowdale school site to replace the current Grendon recycling centre 	<ul style="list-style-type: none"> Full education programme to the 10,000 homes completed by December 2005 <p>Proposals have been drafted and a planning application is being prepared. However, the proposals were taken to the Area Committee on 23rd March 2006 who were not supportive and considered we should look at two other sites. Although the sites suggested had been previously investigated, further work will be undertaken. Consultation on the Sparrowdale school proposals is still planned.</p>	Green
Reduce number of car journeys to and from school by pupils, by supporting 32 schools across the county in the development of School Travel Plans.	PTES	Support a minimum of five schools in preparing School Travel Plans.	Visited and supported five schools writing a travel plan. 4 schools completed and submitted a school travel plan	Blue

Improve the Environment

Minimise household waste and increase rates of recycling and composting

Local Action	Service Plan	Local Milestones	Progress/Date	Status
Working with the local community to deliver Environmental Traffic calming.	PTES	Ansley and Shuttington.	<p>Ansley – Meeting held with Parish Council to explain that the measures they wanted were inappropriate for our budget. The Parish Council are arranging a poll of residents to establish the measures residents want and they have agreed to pay for the measures with WCC undertaking the work.</p> <p>Shuttington - It has been explained to the Parish Council that these types of measures are not within the remit of the Rural Traffic Calming Scheme.</p> <p>Moreover, the accident record does not justify Shuttington as a priority for Safety Engineering works."</p>	Blue

Reduce Crime and Improve the Safety of the Community

Performance Area	Warwickshire			North Warwickshire			
	Actual 04/05	Target 05/06	Actual 05/06	Actual 4/05	Target 05/06	Actual 05/06	
Reduction in serious road accident casualties (% change in casualties over the 1994-1998 average)							
All killed or seriously injured	-27.6% (514)	30.1% (568)	-42.8% (406) GREEN	1.55%	-29% by 2009	Information not available	
Children killed or seriously injured	-27.5% (50)	31.9 (52)	-56.5% (30) GREEN	-50%	-39% by 2009		
All slight injures	-4.75% (485)	-3.4% (2784)	-7.6% (2410) GREEN	-6%	-34%		
Numbers of fires							
No. of fire calls attended per 10,000 population	56.9	55.8	57.2 BLUE	52.4	51.5 BLUE	48.5 RED	
Deaths and injuries caused by fire							
Number of fatalities and injuries in accidental dwelling fires per 100,000 pop.	Fatal	0.4	0	0.2 RED	0	0	0 BLUE
	Non-fatal	4.04	4.04	5.77 RED	0	3.2	1.6 GREEN
Crime Rates							
Domestic Burglaries per 1000 households	12.2	13.7	11.5 GREEN	17.0	16.75 by 2008	11.4 GREEN	
Vehicle crimes per 1,000 population	12.8	13	11.8 GREEN	14.3	16.75 by 2008	13.4 GREEN	
Recorded violent crime per 1000 popn	12.3	12.4	11.7 GREEN	13.7	16.75 by 2008	11.1 GREEN	

Reduce Crime and Improve the Safety of the Community

Reduce Crime and the fear of crime through implementing the Council's Crime and Disorder Strategy				
Local Action	Service Plan	Local Milestone	Progress/Date	Status
Implement a strategy for WCC's contribution to reducing crime and disorder.	Chief Executives	Identify specific actions that WCC departments can make to each crime and disorder priority as set out in the Crime and Disorder and Drugs Misuse Strategy by June 2005.	Local WCC departments are engaged in delivering aspects of the Crime and Disorder and Drugs Misuse strategy as appropriate. Specific activity is underway to tackle youth crime and anti-social behaviour. Some further work required to build on this with the introduction of the new departments in 2006/7.	Green
		Enure NW Crime, Disorder and Drugs Misuse Strategy is compatible with and complementary to the Corporate Crime and Disorder Strategy by May 2005.	Completed.	Green
		Ensure NW CRDP Strategy is consistent with and supportive of the 4 LPSA2 targets for reducing crime by end of April 2005.	The CDRP are committed to contributing to the delivery of the LPSA2 targets. Due to a delay in the LPSA2 timetable the strategy was printed before the final targets were agreed therefore the published targets within the strategy are out of date.	Super seded

Reduce Crime and Improve the Safety of the Community

Implement new arrangements for contributing to Crime and Disorder Reduction Partnerships.	Chief Executives	<p>Ensure appropriate attendance at every CRDP meeting and sub group meetings – 100% attendance by March 2006.</p> <p>Ensure appropriate Elected Member representation on CRDP and provide support to that role – June 2005.</p>	<p>Completed – WCC have been represented at all CDRP meetings as appropriate.</p> <p>Completed, Cllr Ray Sweet is nominated as WCC's representative and receives regular briefings and support.</p>	Green
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Reduce Crime and the fear of crime through implementing the Council's Crime and Disorder Strategy

Local Action	Service Plan	Local Milestone	Progress/Date	Status
Achieve Section 17 statutory responsibilities - building consideration of crime and disorder issues into mainstream services.	Chief Executives	<p>Hold crime and disorder reduction awareness sessions with local Elected Members and local Area Managers – first session to be held by October 2005.</p> <p>Provide regular update reports to NW Area Committee – 2 reports by March 2006.</p>	<p>Sessions have been held throughout the year including 2 sessions on the introduction of Safer Neighbourhoods.</p> <p>Completed. 2 Reports have been submitted to Area Committee.</p>	Green

Reduce Crime and Improve the Safety of the Community

Reduce the risk, incidence and effects of fire and non-fire emergencies				
Local Action	Service Plan	Local Milestone	Progress/Date	Status
Implement the year 2 IRMP action plan in Warwickshire to continue to reduce the risk to the community.	Fire & Rescue	Continue to develop partnership arrangements in the public, private and voluntary sectors in order to: Access 'at risk' groups. Reduce the incidence of deliberate and accidental fires and other emergencies.	<p>Implementation of the objectives contained in the action plan is complete. Local achievements includes:</p> <ul style="list-style-type: none"> • Initiation of a partnership project to address the elevated involvement of young drivers in accidents on the roads of NW has been achieved. • A review of the Young Firefighter programme and Duke of Edinburgh Award as delivered at fire stations in the area. <p>Monitoring of local performance indicates that:</p> <ul style="list-style-type: none"> • Total calls to emergencies is 6% below target. • Incidence of deliberate fires is 6% below target. 	Blue
Increase smoke alarm ownership (focus on disadvantaged groups).	Fire & Rescue	Free smoke detectors to be supplied to high-risk groups By March 2006.	Promotion of a scheme to inform local carers in safety messages has resulted in the provision of free smoke detectors and home fire safety checks to people in very high-risk groups in the area.	Blue

Reduce Crime and Improve the Safety of the Community

Reduce the risk, incidence and effects of fire and non-fire emergencies				
Local Action	Service Plan	Local Milestone	Progress/Date	Status
<p>Increase access to community fire safety education, advice and guidance.</p>	<p>Fire & Rescue</p>	<p>Fire safety advice sessions to be delivered in all primary and secondary schools in NW. This will realise 42 sessions in primary schools and 22 sessions in secondary schools by July 05. The sessions to continue in the 05/06 school year.</p> <p>300 Home Fire Safety Checks to be carried out in NW, with delivery being focused on high-risk groups.</p>	<p>Schools fire safety education sessions for the 05/06-year up until end of March 06 has been achieved.</p> <p>Delivery of Home Fire Safety Checks has achieved 90% of the expected cumulative to-date target. Some problems have been experienced with accessing the widely dispersed rural population using operational crews. Evaluation of flexible forms of delivery is being considered. Crews engaged at public events and targeting initiatives have achieved enhanced referral rate.</p>	<p>Blue</p>

Ensure Sound Governance of the County Council to provide Accessible, Responsive and Well-Managed Services

Secure better value from resources and assets, strengthening the corporate approach to procurement.

Local Action	Service Plan	Local Milestone	Progress/Date	Status
Develop the Corporate Property Strategy to reflect the needs of a modern local authority.	Property Services	A new Corporate Property Strategy has been developed within the context of the Council's modernisation Agenda and will be submitted to Members for approval in summer 2005.	The Corporate Property Strategy Framework was approved by Members September 2005. This Framework to be reviewed to reflect new ways of working and it's links to other strategies, such as Accommodation, IT and HR Strategies.	Blue
		Sparrowdale School, Grendon Proposed school closure with replacement by new build SEN school on Blythe's School site – New school July 2006 Grendon site will be surplus to requirements. It is proposed part of the site be used to allow extension to the adjoining household waste site with the remainder of the land being sold for residential development subject to site development/sale planning permission being granted - 2005-2007.	Proposal not supported by area committee, Waste Management together with Pegasus Planning Consultants continuing to try to work up an acceptable scheme.	.
		The adjoining household waste site with remainder of land being sold for residential development.		Deferred

Ensure Sound Governance of the County Council to provide Accessible, Responsive and Well-Managed Services

Improve the public perception of the Council through strengthening our communication and engagement with citizens and stakeholders

Local Action	Service Plan	Local Milestone	Progress/Date	Status
Strengthen the relationship with the voluntary and community sector.	Chief Executives	2 "Local Lines" Newsletters produced for the Voluntary and Community Sector by March 2006.	Autumn issue of Local Lines published in November 2005.	Blue
Strengthen and focus our partnership working.	Chief Executives	Prepare and implement an area strategy to co-ordinate the work of divisions across the Chief Executive's Department by November 2005.	The New Ways of Working Programme has superseded this aspect of work.	Superseded
Promote strong democratic and corporate governance.	Chief Executives	Production of a regular Area Manager's Briefing Sheet.	Area Manager's Briefing Sheets issued as when information is available.	Blue

Warwickshire County Council Area Business Plan 2006-2007

Warwickshire County Council

North Warwickshire Business Plan 2006/07

1. Children and Young people

1.1 Ensure that all children and young people “enjoy and achieve”.

Aspirations

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.

Key targets	2006/7 County	2006/7 Area
16-19 year olds – Average point score per student entered for exam	310.2	No local target
16 year olds (KS4) - % achieving 5+ A*-C grades (including English and Maths)	49%	54.6
11 year olds (KS2) –% Achieving level 4 or above in English	82%	77.6
11 year olds (KS2) –% Achieving level 4 or above in Maths	83%	82.4
Number of pupils permanently excluded during the year from all schools per 1000 pupils at all maintained schools	0.95	No local target

WCC Priority	Key Local Actions	Date or Target
Develop the role of the Local Authority as champion of parents and pupils.	Implementation of the Corporate Parenting Strategy.	March 2007
Raise standards in secondary, primary and special schools	Introduce School Improvement Partners (SIPs) in all secondary schools in North Warwickshire	September 2006
	Provide advice and guidance on the introduction of vocational courses and the new Specialised Diploma within North Warwickshire secondary schools and their 14-19 partners	March 2007
	Introduce RAISE on-line in order to promote improved use of data in North Warwickshire Schools	March 2007
	Intensify support for those secondary schools where there is identified under-performance in English and Mathematics	March 2007
	Implement the TELAC action plan to increase the proportion of looked after children who are entered for exams at KS 2 and 3. Ensure that all looked after children have a PEP and it is available at statutory reviews.	March 2007

WCC Priority	Key Local Actions	Date or Target
Support the development of extended schools and Children's Centres.	<p>Appoint and deploy a dedicated Extended Schools Development Officer for North Warwickshire</p> <p>Provide 3 days extended schools training for all 33 North Warwickshire Schools and their partners</p> <p>Ensure xx schools in North Warwickshire are providing the full extended schools 'core offer'</p> <p>Extend the reach of Atherstone Early Excellence Centre and Mancetter Sure Start Centre as part of the Phase 2 Children's Centres programme.</p> <p>Phase 2 Children's Centres to be established at Kingsbury and Polesworth.</p> <p>Establish a local Children's Centre Steering Group.</p>	<p>September 2006</p> <p>March 2007</p> <p>March 2007</p> <p>March 2007</p> <p>March 2007</p> <p>March 2007</p>
Deliver the County Youth Offer and promote uptake of opportunities	<p>Provide access and Youth Club opportunities for two nights of provision over 40 weeks in Atherstone, Baddesley, Polesworth, Kingsbury, and Colleshill for a target age of 13-19.</p> <p>Offer two residential opportunities and project work through youth centres to young people from across North Warwickshire</p> <p>Provide five workshops (each targeting 25 young people) and projects for each Youth Centre that address the Youth work Curriculum and national agenda (e.g. through workshops on smoking cessation, sexual health education, drugs awareness, alcohol awareness programmes).</p>	

Warwickshire County Council Area Business Plan 2006-2007

WCC Priority	Key Local Actions	Date or Target
Reduce exclusion from education	<p>Introduce a 'Managed Transfer' system for pupils at risk of permanent exclusion from North Warwickshire Schools</p> <p>Introduce Parenting Contracts and, where necessary, Parenting Orders, where parenting has been identified as a factor in serious misbehaviour.</p> <p>Implement the TELAC action plan to clarify and improve processes regarding exclusions to decrease the number of looked after children excluded from school.</p>	<p>January 2007</p> <p>March 2007</p> <p>March 2007</p>

1.2 Ensure that all children stay safe through better integrated services which will safeguard and protect them from harm

Aspirations
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.

WCC Priority	Key Local Actions	Date or Target
Improve the outcomes for vulnerable children, children in need, and looked after children.	Ensure completion of individual health plans for looked after children	
Ensure children are protected from emotional, physical and sexual abuse and neglect.	Review and strengthen Warwickshire's private Fostering arrangements and develop monitoring arrangements and services.	March 2007
Ensure children in Warwickshire feel safe from bullying	Explore the use of RYOGENS across all North Warwickshire schools and partner agencies to ensure consistent and appropriate responses to identified issues	March 2007
	Produce and publish anti-bullying guidance and good practice booklet for all North Warwickshire schools and partner agencies	March 2007
	Establish a secure and robust reporting mechanism to link local anti-bullying strategies to North Warwickshire Safeguarding Panel	March 2007
	Integrate the work of the anti-bullying co-ordinator into the preventative work of Warwickshire's safeguarding children board.	March 2007
Reduce the fear of crime and antisocial behaviour		

1.3 Ensure that children and young people are healthy

Aspirations
Children and young people should be physically, mentally emotionally and sexually healthy, adopting healthy lifestyles and choosing not to take illegal drugs

Key targets	2006/7 County	2006/7 Area
% Schools with Healthy School Status	50%	50%
Under 18 Conception Rate	No target	No target
School meals standards	100% met	100% met

WCC Priority	Key Local Actions	Date or Target
Promote healthy lifestyles in schools	<p>Increase the number of North Warwickshire schools achieving new national Healthy School status</p> <p>Support all North Warwickshire schools in the national quest of Transforming School Meals</p> <p>Further develop local sports through the North Warwickshire School Sports Partnerships</p>	<p>March 2007</p> <p>September 2006</p> <p>March 2007</p>
Promote prevention activity to reduce under 18 conceptions in hot spot wards and with vulnerable young people, whilst providing universal provision to national standards	Warwickshire's SRE Policy for Looked after children and children in need has been evaluated and the recommendations need to be actioned	December 2006
Integrate services for children and young people with disabilities	Integrated disability service to be fully established.	March 2007
Improve outcomes for children and young people experiencing mental health difficulties	Commission a specialised CAMHS for looked after children.	October 2006

2. Safer and Stronger Communities

2.1 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.

Key targets	2006/7 County	2006/7 Area
Total crime	40,570	To be agreed
% residents worried about crime	52%	To be agreed
Young offenders re-offending within 12 months	37%	To be agreed

WCC Priority	Key Local Actions	Date or Target
Lead on those jointly agreed priorities that need to be tackled at a countywide level, particularly, Antisocial behaviour, Domestic violence & Reducing crime	Attend all Crime and Disorder Reduction Partnership Meetings and support the WCC elected member in addressing the changes required under the Crime and Disorder Act review.	By March 2007
	Conduct a review of actions within the CDRP strategy and identify specific actions for WCC services	Review completed by Sept 07 By March 2007
	Pilot the "safer neighbourhoods" approach to tackling community concerns using Area Forums in North Warwickshire and ensure 75% of actions are completed	By March 2007.
	Continue to develop an integrated and systematic approach to tackling anti-social behaviour and the causes of anti-social behaviour in North Warwickshire by attending the Young Persons Safety Group and engaging further with WCC departments.	By Dec 2006

Warwickshire County Council Area Business Plan 2006-2007

WCC Priority	Key Local Actions	Date or Target
<p>Lead on those jointly agreed priorities that need to be tackled at a countywide level, particularly, Antisocial behaviour, Domestic violence & Reducing crime</p>	<p>Hold a “Building respect in Communities” event in North Warwickshire with key stakeholders looking at the underlying causes of anti-social behaviour.</p> <p>.</p> <p>Develop and pilot in partnership a new Domestic Violence drop in facility in North Warwickshire and seek appropriate funding support.</p>	<p>By Dec 2006.</p> <p>By March 2007.</p>

2.2 Reduce the risk, incidence and effect of fire and non-fire emergencies**Aspirations**

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.

Key targets	2006/7 County	2006/7 Area
Number of deliberate fires (per 10,000 population)	34.99	26.7
Number of injuries in accidental dwelling fires (per 100,000)	3.43	1.6

WCC Priority	Key Local Actions	Date or Target
Work in partnership with other agencies, to reduce risk in Warwickshire in line with the fire & rescue national framework 2006/08.	Educate and improve road safety awareness and behaviour of a targeted 'at risk' group, comprising of newly qualified drivers from the younger age group through a focussed safer drivers awareness education course.	20-targeted 'At Risk' members of the local community complete course by March 2007
Reduce the number of deliberate fires, particularly targeting vehicle and property fires	North Warwickshire Fire Station staff to contribute to youth diversionary activities by supporting the activities of the Young Firefighters association and provision of Duke of Edinburgh courses. In particular to: <ul style="list-style-type: none"> • Maintain numbers of local youngsters involved in the YFA • Host a minimum of one YFA session per week at Coleshill Fire Station. • Complete a minimum of 2 Duke of Edinburgh courses, 1 bronze and 1 silver engaging with 24 local young people. 	March 2007
Deliver fire safety education delivered to 100% of primary schools and 75% of secondary schools by March 2007.	Community Fire Safety delivery to the population of North Warwickshire comprising of the following services: - <ul style="list-style-type: none"> • Deliver targeted Home Fire Safety Checks to targeted highly vulnerable homes. • Host Fire Station based summer community safety schemes involving partner agencies. 	March 2007 400 checks undertaken Schemes hosted at Coleshill and Atherstone Fire Stations Quality completion.

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WCC Priority	Key Local Actions	Date or Target
	<ul style="list-style-type: none"><li data-bbox="552 203 1102 271">• Fire Safety education delivery to all local KS 1,2 & 3 school children.	of KS 1,2 & 3 education programmes

3. Healthier Communities and Older People

3.1 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

Key targets	2006/7 County	2006/7 Area
Older people helped to live at home per 1000 aged 65 or over	74	68.5
Number of delayed transfers of care per 100,000 aged 65 or over	32.6	To be agreed
Admissions of supported residents 65 or over to residential/ nursing care	71	56.7
Households receiving intensive home care per 1000 aged 65 or over	9.5	8.7
% Users satisfied with the Home Care Service	63	63

WCC Priority	Key Local Actions	Date or Target
Develop, in partnership, a range of low intensity support to help older people remain independent in the community.	Commence service for people aged 50+ in North Warwickshire	March 2007
Develop and implement accommodation strategies, incorporating supporting people, extra care and care homes, with housing associations and district/borough councils	1 st draft of strategy with key actions & priorities identified	Mid-July 2006
	Commence work on North Warwickshire accommodation priorities	Oct 2006
Develop joint commissioning and partnership board arrangements	No local action	No local target
Optimise the use of direct payments to promote greater service user choice and control	Care Management Teams will more actively promote the take-up of Direct Payments	100% increase in numbers on DP by 31.03.07

3.2 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.

WCC Priority	Key Local Actions	Date or Target
Put in place healthy lifestyles projects focused on the area of highest mortality, aiming to reduce deaths from circulatory diseases.	Health displays/promotions in libraries in partnership with PCT esp. 'Books on Prescription' project at Polesworth & Dordon libraries.	March 2007
Develop WCC as a model employer in relation to promoting health		
Promote high standards of public health through carrying out monitoring and enforcement activities		

WCC Priority	Key Local Actions	Date or Target
<p>Modernise the way that services are delivered to customers in libraries</p>	<p>Library Service upgrading computerised circulation system in 2007.</p> <p>Library service providing new fleet of IT enhanced mobile libraries in 2007</p>	<p>Staff training early 2007.</p> <p>Contract awarded end 2006.</p>

4. Economic Development and Enterprise

4.1 Improve levels of prosperity for the whole of Warwickshire with priority to the most disadvantaged neighbourhoods

Aspirations

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.

Key targets	2006/7 County	2006/7 Area
New VAT registrations per 10,000 working age residents	60	60
VAT registered business stocks	+1.5%	+3.0%

WCC Priority	Key Local Actions	Date or Target
Develop town centre and industrial estates projects	Information not provided	
Develop local neighbourhood initiatives	Use Area Committee's delegated funds to commission projects to meet local priorities as agreed by Area Committee	

4.2 Improve the employment potential of Warwickshire's residents and increase sustainable employment opportunities

Aspirations
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.

Key targets	2006/7 County	2006/7 Area
% People of working age in employment	80%	78.0%
Proportion of the working age population claiming key benefits	10.2%	11.8%
% Positive destinations for 16+ school leavers	93.9%	92.0%

WCC Priority	Key Local Actions	Date or Target
Develop a countywide Employment and Skills Strategy	Nothing in North Warks Area specific	
Develop plans with partners for "themed" Major Employment Sites	Information not available	

5. Environment

5.1 Implement environmental sustainability

Aspirations

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.

Key targets	2006/7 County	2006/7 Area
% Change in tonnage of household waste sent to landfill (CHI)		To be agreed
% Change in the number of kilograms of household waste collected per head of population	0%	

WCC Priority	Key Local Actions	Date or Target
Improve WCC's environmental performance by implementation of the corporate ISO 14001 action programme	Co-ordinate the environmental performance of the County Council's activities through the phased roll-out of the ISO14001 environmental management system and achieve external certification. <ul style="list-style-type: none"> - Environment and Economy - Performance & Development, Resources, and Community Protection - Children, Young People and Families, and Adult, Health and Community Services 	April 2006 May 2007 March 2008
Agree and implement a Climate Change Strategy for Warwickshire with Warwickshire Strategic Partners	Reporting and review mechanism will be established in 2006. All parties will be invited to contribute to the review process	Agree July 2006 Implementation ongoing
Implement Warwickshire Municipal Waste Management Strategy.	Grendon Recycling Centre Identify and acquire land for a new Household Waste Recycling Centre to replace the current Grendon Recycling Centre	March 2007
Deliver the LPSA waste target	Will be considered in 2007/08	

5.2 Improve accessibility to jobs and services and maintain and improve the efficiency of the transport network

Aspirations
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.

Key targets	2006/7 County	2006/7 Area
% users who are satisfied with local bus services		
Satisfaction score with Road maintenance a) footways & Pavements b) Rural Road Surfaces	No target	No target
% Reduction for all killed/seriously injured casualties compared to the average 2001-04 base.	10%	10%

WCC Priority	Key Local Actions	Date or Target
Implement strategies and programmes identified in the Local Transport Plan (LTP)	Implement N.Warks Area LTP as agreed by N.Warks Area Committee in November 2005	March 2007
Deliver road maintenance work to improve conditions for pedestrians and other road users.	Implement Road Maintenance programme agreed by N. Warks Area Committee	March 2007

6. Development and Resources

6.1 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.

Key targets	2006/7 County	2006/7 Area
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WCC Priority	Local Actions	Date or Target
Develop and implement a corporate access strategy	<ul style="list-style-type: none"> • A draft strategy has been produced and agreed by SDMT • The paper is to go to Cabinet for consideration 27th June • Initial recommendations include proposals for a number of One Stop Shop pilots and considers the possibility of utilising kiosks (electronic service points) for service delivery • Additional development and service coverage for the Customer Service Centre 	<p>Strategy completion October 2006</p> <p>3 year roll out then to follow</p>
Develop the Customer Service Centre to maximise the number of public enquiries satisfied in one phone call	<p>Agreed areas for development this year offering County wide coverage are:</p> <ul style="list-style-type: none"> • Amalgamation of County Highways contact centre • Registrations • Pilot introduced supporting the provision of basic learning needs • Processes to be re-engineered to improve efficiency and effectiveness – highways, street lighting, contact assessments <p>These proposals may change following the outcome of the June Cabinet meeting.</p>	<p>To be concluded March 2007</p>

6.2 Improve the public perception of the Council

Aspirations
WCC aims to improve public perception of all local public services, recognising that the public is interested in public service provision, rather than in which agency provides it. In addition, the Council is seen by some as remote and distant, so we need to take proactive steps to make sure we communicate with the public, and are able to articulate the needs of the people of Warwickshire, providing community leadership. Warwickshire also wants to be seen as a national player amongst local authorities.

Key targets	2006/7 County	2006/7 Area
% Residents satisfied with the way the County Council runs things (CHI)	58%	

WCC Priority	Local Actions	Date or Target
Improve WCC's visibility on the streets and in neighbourhoods of Warwickshire through better signage and more consistent branding	Local actions to be developed as part of the Corporate Communications Strategy	Ongoing
Raise the media profile of the County Council nationally and locally	Local actions to be developed as part of the Corporate Communications Strategy	Ongoing

6.3 Provide effective community leadership and public engagement through partnership working

Aspirations

In Warwickshire the County Council role of providing the community leadership to take forward the LAA, has been acknowledged by partners. The work to set up the existing Warwickshire Strategic Partnership, and to produce the Warwickshire Strategic Partnership Plan (2005-2008) will form the starting point for the development of Warwickshire's LAA. 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.

WCC Priority	Local Actions	Date or Target
Develop and implement the Warwickshire Local Area Agreement by March 2007	Local actions to be developed as part of the Local Area Agreement.	March 2007
Continue to strengthen the Council's relationship with the Voluntary and Community Sectors and with town and parish councils	Local actions to be developed as part of the Voluntary and Community Sector Strategy and Action Plan.	March 2007