

## AGENDA MANAGEMENT SHEET

<b>Name of Committee</b>	<b>Rugby Area Committee</b>
<b>Date of Committee</b>	<b>16<sup>th</sup> June 2005</b>
<b>Report Title</b>	<b>Rugby Area Performance 2004-05 and Area Business Plan Actions and Targets 2005-06</b>
<b>Summary</b>	This report introduces the performance against actions proposed in the 2004-05 Rugby Area Business Plan (Appendix A), the actions and performance targets contained in the new Plan for 2005-06 (Appendix B), and a performance review of employer satisfaction with Rugby as a business location (Appendix C).
<b>For further information please contact:</b>	Nick Darwen Area Manager Tel: 01788 533576 nickdarwen@warwickshire.gov.uk
<b>Would the recommended decision be contrary to the Budget and Policy Framework?</b>	No.
<b>Background papers</b>	None

### CONSULTATION ALREADY UNDERTAKEN:-

Details to be specified

Other Committees	<input type="checkbox"/> .....
Local Member(s)	<input checked="" type="checkbox"/> Applies to all members of the Area Committee
Other Elected Members	<input type="checkbox"/> .....
Cabinet Member	<input type="checkbox"/> .....
Chief Executive	<input checked="" type="checkbox"/> David Carter, County Solicitor and Assistant Chief Executive
Legal	<input checked="" type="checkbox"/> Victoria Gould, Principal Solicitor
Finance	<input type="checkbox"/> .....
Other Chief Officers	<input checked="" type="checkbox"/> Noel Hunter, Director of LHTS and Eric Wood, Director of Education
District Councils	<input type="checkbox"/> .....

- Health Authority ☐ .....
- Police ☐ .....
- Other Bodies/Individuals ☐ .....

**FINAL DECISION** *None*

**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

### Rugby Area Committee – 16<sup>th</sup> June 2005

#### Rugby Area Performance 2004-05 and Area Business Plan Actions and Targets 2005-06

#### Report of the County Solicitor and Assistant Chief Executive

##### Recommendation

That the Rugby Area Committee:

1. Comments on progress made against targets contained in the 2004-05 Area Business Plan (Appendix A)
2. Endorses actions and targets contained in the new 2005-06 Area Business Plan (Appendix B)
3. Notes the Report on Rugby as a business location (Appendix C)

## 1. Introduction

- 1.1 The 2004-05 Rugby Area Business Plan was agreed by this Area Committee in September of 2004. It contained details of actions and milestone targets proposed for delivery by Warwickshire County Council departments in the Rugby 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 In previous years the Area Committee has been presented with performance reports that combine information on progress against (a) actions and targets (b) Corporate Headline Indicators. Following requests by members it has now been agreed to focus initially on progress against actions. A report on performance against Corporate Headline Indicators will be presented to the July meeting of this committee.

## 2. 2004-05 Actions and Performance (Appendix A)

- 2.1 **Appendix A** of this report details the various actions that were proposed for this area by departments almost a year ago. Within the appendix, Members will find an indication of the progress made and, where appropriate, a commentary explaining the current status of that action. To assist you in your

interpretation of the appendix the following is a summary of the main achievements:

### Headline Achievements in the Rugby Area:

- Lifelong Learning Strategy successfully applied in Rugby with over 300 hundred learners taking part in courses at Rugby Library with 28 new courses delivered in total.
- A successful Increase of the use of Country Parks in the local area, with Ryton Pools experiencing an increase in its visitor numbers by more than 3 times the original target for a 5% increase.
- Recycling schemes successfully implemented put in place across nearly all of Rugby's schools.
- Rugby Area Risk Team established and local agency liaison groups formed to progress Community Safety initiatives.
- The first Local Lines newsletter to Parish Councils successfully issued in Spring of 2005.

### 3. Performance Summary

A summary of the County Council's performance in Rugby against planned objectives and targets as at 31 March 2005 is given in the table below.

Milestones or Targets		No. of Milestones or Targets	% of Total
<b>GREEN</b>	Achieved within year end	<b>32</b>	<b>71%</b>
<b>AMBER</b>	Part met or achievement delayed by less than 6 months or missed target by less than + or – 10%	<b>5</b>	<b>11%</b>
<b>RED</b>	Not achieved by year end or delayed by more than 6 months or missed target by more than + or – 20%	<b>4</b>	<b>9%</b>
●	Deferred or superseded	<b>3</b>	<b>7%</b>
	<b>Not measured</b>	<b>1</b>	<b>2%</b>
	<b>TOTAL</b>	<b>45</b>	<b>100%</b>

### 4. Rugby Area Business Plan 2005-06 Actions and Targets (Appendix B)

- 4.1 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 Rugby area in this financial year. The work of the County Council is largely governed by its six corporate objectives and by the Corporate Business Plan.
- 4.2 The 2005-06 Rugby Area Business Plan takes those guiding principles and applies them to the local dimension through the identification of local needs and issues and sets out actions to be undertaken by departments to address these issues. Attached at **Appendix B** is a copy of this part of the Plan for 2005-06, which has been drafted for Members comments. Targets for local achievement of Headline Corporate Performance Indicators will follow in July.

## **5. Items for further consideration (Appendix C):**

5.1 Members will recall that following the Performance Report on the 2003-2004 Area Business Plan, the Area Committee identified three issues where it appeared that performance was weak, and asked for further reports to consider these issues in more detail.

5.2 The three issues identified by the Committee where performance targets had not been met were: (a) education standards (b) incidence of fires (c) employer satisfaction with Rugby as a location to do business.

5.3 The Committee has previously considered reports on two of these issues. A report on the third issue is attached for information. This has been provided by the Research Unit of the PTES Dept.

5.4 Members will in July be asked to identify further issues which they may wish to consider in more detail.

DAVID CARTER  
County Solicitor and Assistant  
Chief Executive

Shire Hall  
Warwick

18 May 2005

**APPENDIX A: PERFORMANCE AGAINST ACTIONS AND TARGETS 2004/05****1. PROMOTE LIFELONG LEARNING AND DEVELOPMENT:**

<b>1.1 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.</b>				
<b>Action</b>	<b>Dept</b>	<b>Target</b>	<b>Status</b>	<b>Dates/Progress</b>
Raise standards through school intervention and implementation of national strategies	Educ	Progress against detailed targets to be included in Performance Report to be submitted in July.		
Use Art as a basis for cross-curricular and community work to target specific parts of school development plans.	Educ	Projects in Benn Ward completed.	<b>GREEN</b>	Completed. Benn Ward reminiscence project with British Film Institute now a model for county-wide project in 2005-06.
Training for Rugby area primary teachers in drama and dance resulting in work in schools relating to the wider curriculum for presentation at summer festivals.	Educ	Training completed by March 2005, festivals held June 2005.	<b>GREEN</b>	Completed
Improve and Maintain the Capital infrastructure of educational establishments	Educ	Ashlawn School – 12 replacement classes	<b>GREEN</b>	Complete
		Knightlow C of E Primary School – new reception class and remodelled ICT suite	<b>GREEN</b>	Complete
		Bishop Wulstan Catholic High School – new Sports Hall	<b>GREEN</b>	Complete
		Dunchurch Boughton Junior School – disability access	<b>GREEN</b>	Complete
		Avon Valley School – new teaching block	●	Aborted following the fire at the school. A temporary village campus has been established, with plans for a new school now being developed.
		The Revel C of E Primary School – remodelling of main school building	<b>GREEN</b>	Complete
		The Harris School – disability access	<b>GREEN</b>	Complete

		St Marie's Catholic Junior School – disability access	<b>GREEN</b>	Complete
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**1.2 Counteract the effects of deprivation and disadvantage on standards; and generally increase participation in learning through development of community learning**

Action	Depts	Target	Status	Dates/Progress
Implement and develop the Rugby Area Community Learning Plan	Educ	Launch and Implement the Rugby Area Community Learning Plan with progress reported to Area Committee twice	<b>GREEN</b>	2004/05 Community Learning Plan launched.
Develop universal early years education for all 3 year olds	Educ	Full early years educational provision available for all 3 year olds by March 2005	<b>GREEN</b>	Completed
Sustain and increase the number of childcare places	Educ	Sustain and increase the number of childcare places for Rugby area families	Not measured	
		Development of proposed Children's Centre at Newbold Primary School	<b>GREEN</b>	Successful bid to Sure Start. Planning group in operation. Project Manager appointed and revenue funding allocated. On target for opening in March 2006.
Targeted youth work programmes to support the transition of young people from childhood to adulthood, particularly helping those who are disabled, non-attenders at school, drug users or offending	Educ	1600 attendances at Rugby area youth clubs and projects	<b>RED</b>	Not achieved due to serious staff shortages and the closure of Dunchurch Youth Centre and the upgrade of Binley Woods Youth Centre. End of year figures not yet available.
		Work with 160 young people 4 times every month	<b>AMBER</b>	A number of part-time staff have recently been appointed and the upgraded youth centres are now attracting more young people per night.
		Work intensively with 64 young people	<b>GREEN</b>	Completed.
		Involve young people in the design, decoration and equipment of the youth room at Wolston	<b>GREEN</b>	Youth room now operational and very successful. Lessons learnt here have been applied at other Youth Centre upgrades.

		Involve young people in the refurbishment and redecoration of the Binley Youth Centre	<b>GREEN</b>	Completed
		Provide a range of outdoor and residential experiences for young people	<b>GREEN</b>	Completed.
		Establish the service administrative and quality frameworks required by the new youth service agendas	<b>AMBER</b>	On-going work to embed the Transforming Youth Work agenda across the area.
		Continue the development of the Participation Project	<b>GREEN</b>	Youth Conference held October 2004.
Implement the Lifelong Learning Strategy Action Plan	LHTS	100 new learners with identified learning needs participating in learning opportunities at Rugby Library	<b>GREEN</b>	332 learners have taken part in courses at Rugby Library.
		10 new learning activities/ partnership projects	<b>GREEN</b>	28 new courses have been delivered
		300 learning activities delivered in Rugby Area	<b>GREEN</b>	764 activities held in the Rugby Area (729 at Rugby, 41 at Binley Woods, 21 at Dunchurch and 37 at Wolston Libraries).
Implement actions relevant to community learning in the Museum Strategic Plan	LHTS	Preparation and submission (by March 2005) of joint lottery bid with Rugby Library and Art Gallery and Museum, to improve access to collections, information and learning resources	<b>RED</b>	Delayed due to size of project. Project Planning Grant to be submitted by July 2005 to enable the project to be developed.



**2. PROMOTE THE HEALTH AND SOCIAL CARE OF OUR CITIZENS****2.1 Integrate Children's Services in Warwickshire to meet the vision of 'Every Child Matters', building on the foundations of the new Children and Young People Strategic Partnership**

<b>Action</b>	<b>Dept</b>	<b>Target</b>	<b>Status</b>	<b>Dates/Progress</b>
Develop a better range of services for children and families, in particular enhancing preventative services	CX SS Educ	Rugby Area Co-ordinating Group for Children and Young People operational and strategy in development	<b>GREEN</b>	Group is meeting successfully

**2.2 Reduce health inequalities across the County through targeting the most disadvantaged areas**

<b>Actions</b>	<b>Dept</b>	<b>Target</b>	<b>Status</b>	<b>Dates/Progress</b>
Increase in the number of schools working towards a WHPPS (Warks Healthy Schools Programme) accreditation	Educ	Increase from 15 Rugby Area Schools currently involved	<b>GREEN</b>	17 schools now involved, including 9 Bronze, 2 Silver and 1 Gold award achieved.
Increase opportunities for countryside recreation, including the use of Country Parks	PTES	Launch Offchurch Greenway by August 2004	<b>GREEN</b>	WCC owned section is open. Sustrans (Charitable Trust focusing on sustainable transport in particular cycleways) leading on the opening of the remainder.
	PTES	Launch the series of cycle trails at Coombe Abbey in May 2004. Produce and distribute promotional leaflets in the area.	<b>GREEN</b>	Completed.
	PTES	Increase visitor numbers at Ryton Pool by 5% to 125,572	<b>GREEN</b>	04-05 visitor numbers: 132,063

### 3. IMPROVE THE ENVIRONMENT

#### 3.1 Improve the County Council's leadership role in environmental improvement and sustainability

Actions	Dept	Target	Status	Dates/Progress
Improve the County Council's own environmental performance in particular relation to management of waste, reducing carbon emissions across WCC properties and greener travel, to become a model of good practice.	PTES	Recycling facilities currently in Barrack St. extended to 11 Rugby offices	AMBER	Complete with the exception of Oakfield Park (to be complete June 05).
		School recycling schemes in place at: English Martyrs Primary School The Harris High School St Oswald Primary School Dunchurch Boughton Junior School Eastlands Primary School Northlands School	GREEN	Met

#### 3.2 Promote and implement transport policies and targets which balance the needs of people, businesses and the environment

Actions	Dept	Target	Status	Dates/Progress
Progress the major schemes identified in the Local Transport Plan	PTES	Rugby Western Relief Road – Implement actions as a result of DfT letter following Public Inquiry, by 31 March 2005	•	The Inspector's report and the provisional decision by the Secretary of State (SoS) were questioned in a response letter to the SoS in July 2004. The SoS reopened the inquiry in March to conclude in May.

#### 3.3 Minimise household waste and increase rates of composting

Actions	Dept	Target	Status	Dates/Progress
Develop waste minimisation projects	PTES	Develop waste minimisation projects in particular to prevent growth within the domestic waste stream based on 03-04 outturn	GREEN	Launched the Shop Smarter scheme to encourage people to think about what they buy to help reduce the amount of rubbish they generate.

### 4. REDUCE CRIME AND IMPROVE THE SAFETY OF THE COMMUNITY

#### 4.1 Reduce crime and the fear of crime

Actions	Dept	Target	Status	Dates/Progress
Target doorstep crime	LHTS	Four community safety sessions to take place in Rugby Area Libraries	GREEN	Met.
		Extend joint working	GREEN	Police Community Support

		with the police on Mobile Libraries		Officer presence on the Mobile Library service now extended to 3 days per month on different routes.
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#### 4.2 Reduce the risk, incidence and effects from fire and non-fire emergencies

Actions	Dept	Target	Status	Dates/Progress
Set up Area Risk Teams	F & R	Rugby Area Risk Team established and working by July 2004	GREEN	Met
Increase access to community fire safety education, advice and guidance	F & R	Access to the community will be sought via National Fire Safety Campaigns, Home Fire Safety Visits, schools education programme, working with young people and partnership working.	No target	<b>Home Fire safety Checks</b> 408 targeted persons received Home fire safety checks. <b>Schools Programme</b> 58 Primary School Sessions, 19 Secondary School Sessions <b>Young Firefighters Association</b> - 10 young firefighters recruited.

### 5. DEVELOP AND MAINTAIN A VIBRANT LOCAL ECONOMY WHICH PROMOTES EMPLOYMENT AND PROSPERITY FOR ALL

#### 5.1 Develop and Maintain a Vibrant Local Economy with Promotes Employment and Prosperity for All

Actions	Dept	Target	Status	Dates/Progress
		Research the needs of rural businesses in the Rugby Area	No target	WRCC commissioned to undertake research project through Well-Being Fund

#### 5.2 Increase employment opportunities, the employment potential of Warwickshire residents and the competitive advantage of Warwickshire Businesses.

Actions	Dept	Target	Status	Dates/Progress
Progress the implementation of the Rugby Business Improvement District	PTES	Finalise the prospectus and commence promotion to all Town Centre businesses – by 30 September	RED	Rugby BID Director in post March 2004, funded by AWM. Detailed consultation underway with BID Community of 680 businesses, Business Plan in draft format, BID will go to vote September/October 2005.
Increase business opportunities through further development at the Frank Whittle Business Centre	PTES	Commence the extension of the France Whittle Business Centre	GREEN	Extension commenced.

### 6. IMPROVE ACCESS TO OUR SERVICES AND MANAGE THESE SERVICES EFFECTIVELY AND EFFICIENTLY

**6.1 Raise the public perception of the Council through improving communication, engaging with local citizens and making the most effective use of resources**

<b>Actions</b>	<b>Dept</b>	<b>Target</b>	<b>Status</b>	<b>Dates/Progress</b>
Continue to promote effective communications with the community	CX	80% of projects funded through RAC to receive local press publicity	<b>AMBER</b>	6 out of 9 projects started in 2004/05 received specific local press publicity.
		15% increase in average number of public attending RAC	<b>RED</b>	Overall attendance increased from 79 to 94, average per meeting decreased from 13.2 to 11.75
		5 community capacity building exercises to take place	<b>GREEN</b>	
Strengthen our relationship with the Voluntary and Community Sector and Parish Councils	CX	Publish 2 newsletters for Town and Parish Councils	<b>AMBER</b>	First Local Lines Newsletter circulated March 2005.
		2 meetings to take place between RAC and the Rugby Area Parish Councils	●	Meeting held 23 <sup>rd</sup> June 2004, Parish Councils requested next meeting for September 05.

**Appendix B**

**Warwickshire County Council  
Rugby Area Business Plan 2005/06**

**Part One: Actions & Targets to deliver corporate priorities locally**

**Please note:**

All targets in the Business Plan are to be achieved in the Rugby Area by March 2006, unless otherwise stated.

Produced by Rugby Area Office, for further details contact Nick Darwen Rugby Area Manager  
Tel: 01788 533570 Email: [nickdarwen@rugby.gov.uk](mailto:nickdarwen@rugby.gov.uk)

# 1. Promote Lifelong Learning and Personal Development

<b>1.1 Medium Term Priority Outcome:</b> Raise standards of achievement for learners particularly in schools: focusing on the quality of teaching and learning, curriculum enrichment, support for gifted and talented learners and the infrastructure.	<b>Portfolio Holder:</b> Schools  <b>Overview &amp; Scrutiny Committee:</b> Children and Young People	
Actions Indicated for 2005/6	Dept.	Rugby Area Milestone or PI target
Implementation of national strategies for numeracy and literacy in primary and secondary education	Educ	Primary Leadership programme to extend across a further 7 selected Rugby primary schools.
	Educ	All Rugby secondary schools to receive adviser support to implement secondary National Strategy, with each school supported in their chosen Whole School project.
Direct intervention for schools identified by OFSTED as needing help	Educ	Detailed programme of monitoring and support for Rokeby Junior School to evolve its recovery from Serious Weaknesses.
Support towards reaching targets for gifted and talented learners.	Educ	Rugby High School identified as a Fast Track Centre offering 8 hour course for Years 4, 5 and 6 gifted Scientists by August.
		Work with Education Business Partnership to establish gifted and talented 'Regenerating Rugby' project in cluster of Rugby schools.
Increase the numbers of young people staying on in education and completing full or part-time courses in post statutory education in schools and FE colleges.	Educ	Provide a programme of activities to facilitate progression to post 16 courses.
		Provide a programme of pre-16 work-related learning opportunities which offer accreditation and progression to Further Education
Make best use of buildings and other assets.	Educ	Develop plans to reduce the level of surplus places in Rugby primary schools by March.
		Commission and progress the rebuilding of Avon Valley School. Target to open Sept 2007.

# 1. Promote Lifelong Learning and Personal Development

<b>1.2 Medium Term Priority Outcome:</b> Develop Community Learning Plans to counteract the effects of deprivation and disadvantage on standards; and generally, increase participation in learning.	<b>Portfolio Holder:</b> Schools; Children's Services; Adult and Community Services  <b>Overview &amp; Scrutiny:</b> Children and Young People; Adult and Community Services	
Actions Indicated for 2005/6	Dept	Rugby Area Milestone or PI target
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)	Educ	Open Newbold Children's Centre
		Publish plan for Phase 2 of Children's Centre rollout
		Target around new childcare places to be agreed
		Target around new before and after school places to be agreed
Continue development of universal early years and childcare entitlements for all Warwickshire families through work on develop "Bookstart" to promote books and reading to the under 3s.	LHTS	Provide and promote monthly Baby Bounce & Rhyme sessions at Rugby Library and at Dunchurch Library. 15 children or carers per session.
		Pilot Dads and Lads Baby Bounce and Rhyme sessions at Rugby Library. Average of 6 attendees.
		Develop wriggle and giggle sessions for 2-5 year olds at Rugby Library, which will replace storytimes. Change achieved by March 2006
		Promote and increase numbers participating in Book Crawl at Rugby Library and in the branch Libraries at Wolston, Binley Woods and Dunchurch. 7 join the scheme each quarter.
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	Educ	Have meaningful contact with 1940 young people (25% of 13-19 population)
		Have ongoing relationship with 1164 young people in Rugby (15% of 13-19 population)
		698 young people to progress measurably due to youth service intervention.
		349 young people to have achieved an accredited outcome
Continue the implementation of the actions and initiatives in the Museum Strategic Plan.	LHTS	25 school visits to St John's Museum/Heritage Education from Rugby area during 2005-6
		3 On the Road exhibitions placements at Rugby area venues during 2005-6

## 1. Promote Lifelong Learning and Personal Development

		5 support and development visits by Community Museums Officer to heritage groups in the Rugby area
Work with partners to secure funding to enhance Library and Heritage buildings and improve the range and quality of services delivered.	LHTS	Submit to Heritage Lottery Fund first stage bid for improved heritage and library services in Rugby by October 2005.
		Complete feasibility study of having a joint public and College library at new Warks College site.



## 1. Promote Lifelong Learning and Personal Development

<b>1.3 Medium Term Priority Outcome:</b> 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.	<b>Portfolio Holder:</b> Schools; Children's Services; Adult and Community Services  <b>Overview &amp; Scrutiny:</b> Children and Young People; Adult and Community Services	
Actions Indicated for 2005/6	Dept	Rugby Area Milestone or PI target
Remove barriers to achievement through improving inclusive practices in schools and LEA policies.	Educ	Dyslexia support centre established at Boughton Leigh Junior in Partnership with Boughton Leigh Infant and Brownsover Infant Schools
		Support dual registrations and placements of pupils with SEN at Brooke special school and local mainstream schools. <b>Target to be agreed.</b>
Improve behaviour in schools.	Educ	Overslade Transition Project to target Y6→Y7 pupils entering Bilton High and Avon Valley schools with use of pupil mentors. By December 2005.
		Rugby area anti-bullying strategy developed.
		Sustain current level of pupils excluded at a level of no more than 1 permanent exclusion per 1000 pupils.
Improve education of vulnerable children	Educ	Pupil Reintegration Unit to work with Youth Offending Team, Youth and Community Service and schools to re-engage non-attending pupils. <b>Target to be agreed.</b>
		All pregnant teenagers and teenage mothers linked into education
		All Looked After children to have Personal Education Plans
		Percentage of half-days non-attendance reduced to 4% at primary and 6% at secondary schools

## 1. Promote Lifelong Learning and Personal Development

Fulfil statutory responsibilities in relation to Equalities.	Educ	All Rugby schools to have in place assured Race Equality policies, and systems for reporting racial incidents.
Undertake diversity and specialist projects such as extended schools and the further development of coherent services for learners	Educ	Establish at least one extended school in Rugby area

## 2. Promote the Health and Social Care of our Citizens

<b>2.1 Medium Term Priority Outcome:</b> Promote a better quality of life, independence and social inclusion for older people, refocusing the delivery of older people's services through strategic partnerships.		<b>Portfolio Holder:</b> Adult and Community Services  <b>Overview &amp; Scrutiny Committee:</b> Adult and Community Services; Health	
Actions Indicated for 2005/6	Dept	Rugby Area Milestone or PI target	
Begin implementing actions arising from the Best Value Review of Older People's Services.	SS	No relevant local action yet determined	
Avoid charges levied under the Community Care Delayed Discharges Act and invest savings to further reduce delayed discharges from hospital	SS	Employ specialist staff and joint development of Intermediate Care Team, by June 2005.	
		Monitor delayed discharges at Hospital of St Cross.	
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.	SS	Develop specialist home care service for older people with dementia, by May 2005	
		Develop social reablement service, by August 2005.	
		Develop specialist hospital discharge home care service, by December 2005.	
		Tender for maintenance service	
Increase the capacity of residential, day-care or domiciliary services and align to give older people more choice.	SS	Develop short-stay beds at Abbotsbury Home for Older People	
		Purchase more capacity in local homes under block contract. By July 2005.	

<b>2.2 Medium Term Priority Outcome:</b> Develop and implement services designed to meet the requirements of the Children Act		<b>Portfolio Holder:</b> Children's Services; Adult and Community Services  <b>Overview &amp; Scrutiny Committee:</b> Children and Young People; Adult and Community Services	
Actions Indicated for 2005/6	Dept	Rugby Area Milestone or PI target	
Develop and implement proposals for children which reflect the common vision for the future of Children's Services in Warwickshire.	SS	Introduce parents' forums where parents can put across their views about the development of Children's Services.	
Implement the Best Value review recommendations for children with disabilities	SS	No Rugby –specific actions	
Develop a better range of services for children and families, in particular enhancing preventative services	SS	Following the mapping of the needs of children from Black and minority ethnic communities, work with partners to employ a direct worker to work with this target group and their carers.	
		Recruit additional foster carers	

## 2. Promote the Health and Social Care of our Citizens

<b>2.3 Medium Term Priority Outcome</b> Reduce Health Inequalities across the County through targeting the most disadvantaged.	<b>Portfolio Holder:</b> Adult and Community Services <b>Overview &amp; Scrutiny Committee:</b> Adult and Community Services; Health	
Actions Indicated for 2005/6	Dept	Rugby Area Milestone or PI target
Increase in the number of schools working towards a Warwickshire Health Promotion Schools Scheme accreditation.	Educ	Increase in recruitment of WHPSS in Rugby from 17 to 19 schools
		Increase in accredited WHPSS in Rugby from 9 to 13 - with at least 1 'Gold' and 4 'Silver' accredited schools.
Carry out enforcement action on underage purchasing of cigarettes and alcohol.	LHTS	No specific local action.
Increase opportunities for countryside recreation, including the use of Country Parks and public rights of way.	PTES	Increase visitor numbers at Ryton Pools by 5% to 138,666
Promote healthy eating through evaluating salt & fat content of meals for vulnerable people & children.	LHTS	Deliver a rolling programme with local organisations/groups to promote health and well Being campaigns. Support through books, leaflets and displays. 3 events per year and 35 people engaged with per event.
Enhance the environment of our towns and streets to benefit the health, safety, social and economic vitality of our communities	PTES	Targets to be developed as part of Local Public Service Agreement (LPSA2) with the Office of the Deputy Prime Minister

### 3. To Improve the Environment

<b>3.1 Medium Term Priority Outcome:</b> Lead by example to promote environmental sustainability	<b>Portfolio Holder:</b> Environment	
	<b>Overview &amp; Scrutiny Committee:</b> Environment	
Actions Indicated for 2005/6	Dept	Rugby Area Milestone or PI target
Reduce carbon emissions through energy management in County Council buildings to achieve the LPSA2 target.	PTES	No local action or target yet identified

<b>3.2 Medium Term Priority Outcome:</b> Promote and implement transport policies and targets, which balance the needs of people, businesses and the environment	<b>Portfolio Holder:</b> Environment	
	<b>Overview &amp; Scrutiny Committee:</b> Environment	
Actions Indicated for 2005/6	Dept	Rugby Area Milestone or PI target
Progress the major schemes identified in the Local Transport Plan.	PTES	Rugby Western Relief Road – Implement actions as a result of DfT letter following the reconvened Public Inquiry
		Enhancements to Quality Bus Service 4 (Brownsover-Rugby-Bilton): Passenger Transport to negotiate introduction of new low-floor vehicles, increased frequency and a Sunday Service by June 2005.
		Establish Service 63 Bus Link to Station by June 2005.
Invest in maintenance to improve highway condition (including public rights of way and footpaths).	PTES	Progress Integrated Transport Projects as agreed at Area Committee in March 2005

<b>3.3 Medium Term Priority Outcome:</b> Minimise household waste and increase rates of recycling and composting.	<b>Portfolio Holder:</b> Environment	
	<b>Overview &amp; Scrutiny Committee:</b> Environment	
Actions Indicated for 2005/6	Dept	Rugby Area Milestone or PI target
Develop waste minimisation projects.	PTES	No Rugby-specific actions identified
Implement actions to achieve recycling targets	PTES	Investigate options for improving Hunters Lane Waste Transfer Station
Reduce number of car journeys to and from school by supporting the development of School Travel Plans	PTES	6 schools supported to prepare School Travel Plans

### 3. To Improve the Environment

<b>3.4 Medium Term Priority Outcome:</b> Promote a sustainable pattern of land use balances community needs with environmental protection	<b>Portfolio Holder:</b> Environment  <b>Overview &amp; Scrutiny Committee:</b> Environment	
Actions Indicated for 2005/6	Dept	Rugby Area Milestone or PI target
Work in Partnership with Rugby Borough Council to develop detailed Landscape Character Assessment to assist with spatial planning guidance around Rugby urban area by December 2005	PTES	Undertake sensitivity assessment for Rugby around defined perimeter of urban area. By Sept 05.
		Produce 'Layperson's Guide' leaflet. By Nov 05.
		Prepare combined biodiversity, landscape character and historic character guidelines for Rugby

## 4. To Reduce Crime and Improve the Safety of the Community

<b>4.1 Medium Term Priority Outcome:</b> Reduce crime and the fear of crime through implementing the Council's Crime and Disorder Strategy		<b>Portfolio Holder:</b> Community Safety  <b>Overview &amp; Scrutiny Committee:</b> Community Safety	
Actions Indicated for 2005/6		Dept	Rugby Area Milestone or PI target
Implement new arrangements for contributing to Crime and Disorder Reduction Partnerships.		CX	Employ Area Community Safety Manager (to start in July) to lead the County Council's contribution to the Crime & Disorder Reduction Partnership and to drive the delivery of the County Council's Crime & Disorder Reduction Strategy in Rugby.
Build consideration of crime and disorder issues into mainstream services		CX	Provide two crime and disorder update reports to Area Committee
Support the Council's focus on decreasing alcohol related crime through enforcing the ban on underage purchasing of alcohol.		LHTS	No specific local actions.
Support the Council's work to address the fear of crime through public reassurance and information provision through Libraries, and Trading Standards services.		LHTS	With Warwickshire Police facilitate two crime prevention and safety awareness days at Libraries. 50 people to be engaged.
Enforce legislation to tackle doorstep sales/rogue trading and build referral mechanisms to other agencies such as Social Services.		LHTS	No specific local actions.

<b>4.2 Medium Term Priority Outcome:</b> Reduce the risk, incidence and effects of fire and non-fire emergencies.		<b>Portfolio Holder:</b> Community Safety  <b>Overview &amp; Scrutiny Committee:</b> Community Safety	
Actions Indicated for 2005/6		Dept	Rugby Area Milestone or PI target for 2005/6
Implement the year 2 IRMP action plan in Warwickshire to continue to reduce the risk to the community.		F&R	Ensure sustainable reduction in the risk of fire: Target: 253 Primary Fires (28.36 per 10 000 population), 308 Deliberate fires (34.53 per 10 000 population)
			Promote the use of sprinklers
			Ensure an effective and efficient response to emergencies, defined as follows: <ul style="list-style-type: none"> <li>• 100% appropriate number of appliances attending each incident</li> </ul>

## 4. To Reduce Crime and Improve the Safety of the Community

		<ul style="list-style-type: none"> <li>92% achievement of specified attendance times: 10 minutes for C risk (mainly urban), 20 minutes for D risk (mainly rural)</li> <li>90% achievement of agreed confidence level: 5 persons at every incident in the specified times.</li> </ul>
Increase smoke alarm ownership.	F&R	Carry out Home Fire Safety Checks on 400 targeted households.
Increase access to community fire safety education, advice and guidance.	F&R/ Educ	With RBC deliver a schools programme at Key Stage 1,2 &3 levels in all schools signed up to the programme within the Rugby Area.
	F&R	With RBC, identify “high risk” groups such as “Houses in multiple occupation”, and deliver advice to households and landlords to reduce the risks of fire.

<b>4.3 Medium Term Priority Outcome:</b>	<b>Portfolio Holder:</b> Community Safety	
Reduce road casualties	<b>Overview &amp; Scrutiny Committee:</b> Community Safety	
Actions Indicated for 2005/6	Dept	Rugby Area Milestone or PI target
Reduce speeds and casualties through the Warwickshire Casualty Reduction Partnership.	PTES	No specific local actions or targets



## 5. Develop & Maintain a Vibrant Local Economy which Promotes Employment & Prosperity for all

<b>5.1 Medium Term Priority Outcome:</b> Promote Warwickshire's economy improving the quality of life for the most disadvantaged people	<b>Portfolio Holder:</b> Economic Development  <b>Overview &amp; Scrutiny Committee:</b> Economic Development	
Actions Indicated for 2005/6	Dept	Rugby Area Milestone or PI target
Target consumer advice, information provision and enforcement to address the needs of the most vulnerable	LHTS	Run a programme of consumer education events in Benn Ward.
Support the farming and food industry through the changes facing the rural economy	PTES	With Warwickshire Rural Community Council establish support needs of businesses in Rugby's rural areas.
Support rural services in villages and small market towns	PTES	Provide ongoing support to village shops and communities under the Vital Villages programme. Target to be agreed.
	CX	Work within the Local Strategic Partnership to ensure better co-ordination of services to rural communities. Action Plan developed by December 2005 by WRCC (through WellBeing Fund) with support from Rugby Area Office.
	Educ/LHTS	Provide ICT learning opportunities in rural community venues, including 6 sessions a quarter at 3 rural libraries.
	LHTS	Continue to develop rural outreach surgeries on mobile libraries (with Police, Age Concern etc.) – 20 surgeries per year, 700 people engaged
	LHTS	25 new referrals to housebound library service
	Educ	Further develop 3 youth centres in rural venues. Target to be agreed.
		Extend Rugby Music Centre activities to rural areas
		Deploy Detached Youth Work Team to rural communities

## 5. Develop & Maintain a Vibrant Local Economy which Promotes Employment & Prosperity for all

<b>5.2 Medium Term Priority Outcome:</b> Increase employment opportunities, the employment potential of Warwickshire residents, also strengthen the local economy's competitive edge.	<b>Portfolio Holder:</b> Economic Development  <b>Overview &amp; Scrutiny Committee:</b> Economic Development	
Actions Indicated for 2005/6	Dept	Rugby Area Milestone or PI target
Secure inward investment to deliver quality jobs	PTES	Host a Warwickshire Investment Partnership promotional/networking event in Rugby
		200 enquiries and 10 new investments in the Rugby area.
Progress Rugby Business Improvement District (BID) and extend the concept to further Town Centres and to industrial estates.	PTES	Secure a 'yes' BID vote and complete two added value projects. September 2005
Deliver projects to help local people to find local jobs	PTES	Moped Loans scheme (Wheels to Work): Secure 5 new or replacement mopeds to meet demand of Rugby residents.
		Provide funding for Business Link to ensure 1-day and 3-day business planning training and ongoing support to those seeking to start in business.
	SS	Provide a programme of activities to assist mental health service-users to access employment, leisure and education
Support business competitiveness through targeted training and advice	PTES	Continue targeted training and advice to businesses, particularly in ICT, at the SFW Resource Centre. Hold 10 training sessions at the Business Resource Centre, with a total of 70 attendees
		Support businesses to take the opportunities offered through e-procurement and to increase access to public sector contracts. Hold an event at the Business Resource Centre, with 25 attendees.
Increase business opportunities through providing additional managed business space	PTES	Complete the extension of the Sir Frank Whittle Business Centre in Rugby to provide additional business units.
Support tourism in the sub-region	PTES	Provide training and advice to enable tourism-based businesses to benefit from the opportunities offered by ICT.
Promote informed, confident consumers, and informed, successful businesses.	LHTS	20 Businesses to attend Business information showcase in Rugby Library.

## 5. Develop & Maintain a Vibrant Local Economy which Promotes Employment & Prosperity for all

		Run a theatre session at the SWOOP event for older people in Rugby, focusing on doorstep crime.
Provide community vocational training	PTES	Develop a centre to meet vocational training needs for the construction industry in Rugby. Secure funding by June 2005 and open for first trainees by October 2005.

## 6. Ensure sound governance of the County Council to provide accessible, responsive and well-managed services

<b>6.1 Medium Term Priority Outcome:</b>	<b>Portfolio Holder:</b> Corporate Services	
Modernise the way we deliver service to our customers - developing and implementing a customer access strategy	<b>Overview &amp; Scrutiny Committee:</b> Corporate Services	
Actions Indicated for 2005/6	Dept	Rugby Area Milestone or PI target
No Rugby-specific actions or targets		

<b>6.2 Medium Term Priority Outcome:</b>	<b>Portfolio Holder:</b> Corporate Services; Economic Development	
Improve the public perception of the Council through strengthening our communication and engagement with citizens and stakeholders	<b>Overview &amp; Scrutiny Committee:</b> Corporate Services; Economic Development	
Actions Indicated for 2005/6	Dept	Rugby Area Milestone or PI target for 2005/6
Strengthen the relationship with the voluntary and community sector	CX	At least two meetings held between WCC and local voluntary and community groups
		3 pieces of evidence of the Area Office supporting the active involvement of voluntary and community groups in community planning and partnership working.
Strengthen and focus our partnership working	CX	Support development of new Community Plan for Rugby by March 2006
		Ensure WCC's contribution to all local partnership plans is reported to Area Committee
		Lead on the development of a multi-agency action plan to tackle deprivation in Brownsover South
		Produce Chief Exec's Rugby Area Strategy detailing how the Dept will work with others to meet community needs in Rugby
		Facilitate collaborative working between WCC depts through the Rugby Area Managers Meeting at least three times
Promote strong democratic and corporate governance	CX	100% of requests for members for support responded to within 2 working days
		Provide a regular briefing sheet for Area Committee members
		Provide a support service to enable all members to hold regular meetings within their Electoral Division. 20 EDPs to be held.

## 6. Ensure sound governance of the County Council to provide accessible, responsive and well-managed services

<b>6.3 Medium Term Priority Outcome</b>  Secure better value from resources and assets, strengthening the corporate approach to procurement, and delivering savings resulting from investment in ICT.	<b>Portfolio Holder:</b> Corporate Services  <b>Overview &amp; Scrutiny Committee:</b> Corporate Services	
Actions Indicated for 2005/6	Dept	Rugby Area Milestone or PI target for 2005/6
Improve public access to Council buildings and other public buildings and invest in DDA works.	PS	No local actions currently identified

## Rugby as a business location

### Background

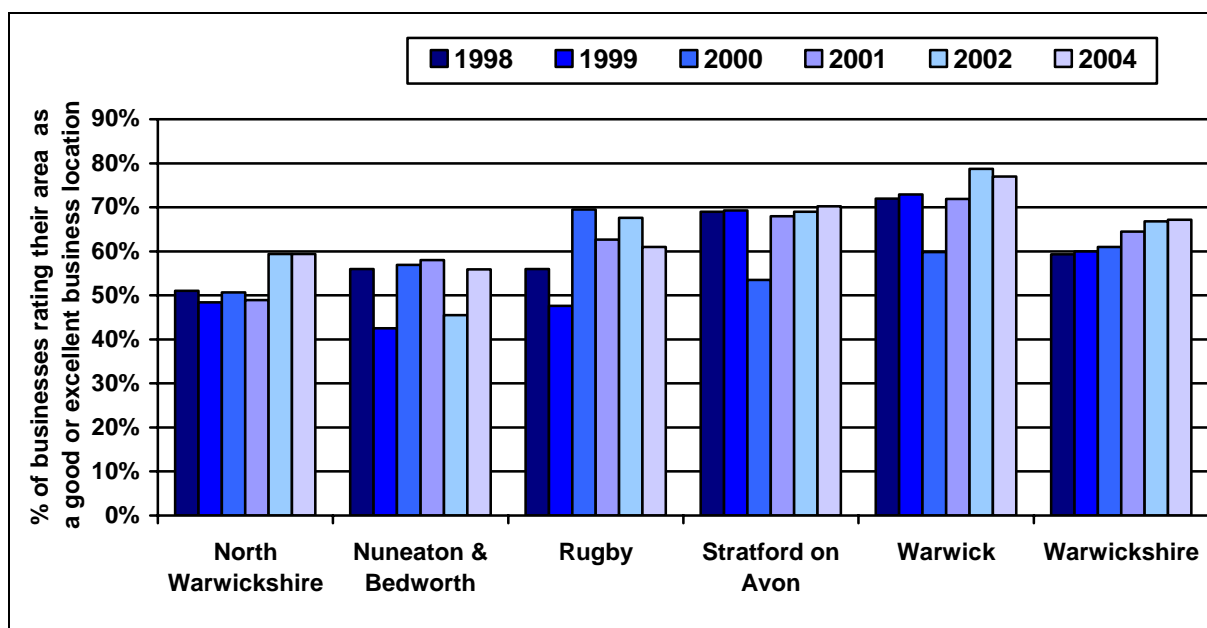
Employer satisfaction with the local area as a business location is one of the County Councils' Corporate Headline Indicators monitored by the Corporate Business Plan. Since 1994 (not 2003), the County Council, Coventry City Council and, Coventry & Warwickshire Learning & Skills Council have jointly commissioned an annual Employers Survey. More than 1,000 local employers are questioned about a wide range of issues, with the results providing a rich source of information relating to business activity and performance in the sub-region.

Each year employers are asked to rate their satisfaction with the local area as a place to do business. Employers are given a choice on a scale of satisfaction from Poor through to Excellent. Respondents rating the local area as good or excellent are aggregated and reported as a percentage of the total business population.

### Performance

The chart below shows the number of employers rating their local area as a good or excellent business location. For the fifth consecutive survey there was an increase in the proportion of Warwickshire employers rating the local area as a good or excellent place to do business.

**Figure 1: Employers rating their local area as a good or excellent business location, 1998-2004**



Rugby was the only District to see a fall in the proportion of employers providing a good/excellent rating between the 2002 and 2004 surveys: the percentage dropped from 67.6% to 61.0%.

However, when analysing surveys of this type it is dangerous to place too much weight on a particular year's results; previously, there have been significant year-on-year fluctuations in the results for other districts. Of most significance is the trend in the proportion of employers providing a good/excellent rating; despite the drop in the proportion of employers rating Rugby as good/excellent in 2004 the overall trend, since 1998, is still upward.

For the first time in 2004, employers that rated their location either excellent or poor were asked to supply reasons behind their assessment. Only 4% of the 311 Rugby based employers interviewed rated the local area as a poor location in which to do business (see Figure 3 below). There was no consensus between the small number of firms that rated Rugby as poor, with most unable or unwilling to provide a specific reason.

Employers were also asked (as a separate question) to provide ratings of their level of concern on a prompted range of locational issues (e.g. traffic congestion, theft and vandalism, lack of available skilled staff). Employers in Rugby were most concerned with the issues of traffic congestion, lack of parking, a shortage of available skilled staff and, theft and vandalism. These were the most commonly mentioned concerns across the whole of the Coventry and Warwickshire sub-region.

**Figure 2: Employers rating their local area as a good or excellent business location, 1998-2004**

	North Warwickshire	Nuneaton & Bedworth	Rugby	Stratford on Avon	Warwick	Warwickshire
1998	51.0%	56.0%	56.0%	69.0%	72.0%	59.3%
1999	48.4%	42.5%	47.6%	69.3%	72.9%	60.0%
2000	50.7%	56.9%	69.5%	53.5%	59.8%	61.0%
2001	48.9%	58.0%	62.7%	68.0%	71.9%	64.5%
2002	59.4%	45.5%	67.6%	69.0%	78.7%	66.8%
2004	59.4%	55.9%	61.0%	70.2%	77.0%	67.2%

**Figure 3: Assessment of current location by Coventry & Warwickshire Employers, 2004**

	Poor	Adequate	Good	Excellent
Coventry	12.4%	29.4%	50.4%	7.8%
North Warwickshire	8.3%	29.2%	51.1%	11.4%
Nuneaton and Bedworth	8.8%	33.9%	45.8%	11.5%
Rugby	4.2%	34.1%	47.4%	14.3%
Stratford-on-Avon	3.2%	24.3%	50.8%	21.7%
Warwick	2.9%	19.0%	58.0%	20.1%
Warwickshire	4.7%	26.4%	51.6%	17.3%

### **Further information**

A copy of the Local Employers Survey 2004 is available for download from the Economy & Employment section of the Research Unit website, <http://www.warwickshire.gov.uk/>.

In addition the Research Units' annual Quality of Life report provides district level information against a whole range of social, economic and environmental indicators, <http://www.warwickshire.gov.uk/qualityoflife>.

Contact: **Paul Seamer**

Phone: 01926 418066

E-mail: [paulseamer@warwickshire.gov.uk](mailto:paulseamer@warwickshire.gov.uk)



[www.warwickshire.gov.uk/research](http://www.warwickshire.gov.uk/research)