

**AGENDA MANAGEMENT SHEET**

**Name of Committee** Rugby Area Committee

**Date of Committee** 4 October 2007

**Report Title** Restructure of the Rugby Local Strategic Partnership

**Summary** This report contains proposals for the restructure and relaunch of the Rugby Local Strategic Partnership – ‘Rugby Forward’.

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

**Background papers** Draft Sustainable Community Strategy (July 2007)  
 Public Service Board Draft Terms of Reference

**CONSULTATION ALREADY UNDERTAKEN:-** Details to be specified

- Other Committees  .....
- Local Member(s)  Cllr John Vereker, Chair – Rugby Area Committee
- Other Elected Members  .....
- Cabinet Member  .....
- Chief Executive  Jim Graham, WCC Chief Executive
- Legal  Peter Endall, Solicitor
- Finance  .....
- Other Chief Officers
- District Councils  Simon Warren, Chief Executive, Rugby Borough Council
- Health Authority  .....
- Police  .....
- Other Bodies/Individuals  .....

**FINAL DECISION NO**

**SUGGESTED NEXT STEPS:**

Details to be specified

- Further consideration by this Committee  .....
- To Council  .....
- To Cabinet  18 October 2007
- To an O & S Committee  .....
- To an Area Committee  .....
- Further Consultation  .....

## Rugby Area Committee – 4 October 2007

### Restructure of the Rugby Local Strategic Partnership

#### Report of the Strategic Director of Performance and Development

##### **Recommendation**

That the Area Committee:

- 1) considers the proposals regarding the restructuring and operation of the Rugby Local Strategic Partnership and forwards its comments to Cabinet.
- 2) Identifies a nomination for the WCC representative to the new LSP management Board
- 3) Endorse the draft Sustainable Community Strategy as a basis for further consultation and development
- 4) Receives a further progress report at its meeting to be held on 6 December 2007

##### **1.0 Summary:**

This report seeks members views on the proposals for the restructure and relaunch of the Rugby Local Strategic Partnership – ‘Rugby Forward’. It identifies the key issues likely to influence the future operation of the LSP and proposes management structures and operational / support arrangements that will help ensure the LSP meets its objectives.

##### **2.0 Background:**

The Rugby Forward Board last met on the 28 February 2007. There was a generally held view that the LSP was no longer fit for purpose as then constituted and a recognition of the need to streamline the Rugby LSP and to put in place the necessary structures and processes to refocus the organisation and enable it to achieve its desired outcomes with regards to strategic and partnership working in the Borough. As part of the development and implementation of the Warwickshire Local Area Agreement, the LAA Governance Task & Finish Group, with the approval of the Warwickshire Public Service Board has drafted model terms of reference for consideration by District / Borough LSPs and is currently encouraging them to review their structures / arrangements. This provides an excellent opportunity to establish a refreshed LSP for Rugby that is fit for purpose and structured in line with the recommendations of the Task and Finish Group.

##### **3.0 Context:**

Since the Rugby LSP was originally established in 2002/03, the partnership framework in which it operates has changed significantly, both at the national level and locally.

### **3.1 Local Area Agreements:**

Nationally the government has introduced Local Area Agreements (LAAs), the purpose of which are to set out the priorities for an area as agreed by the government (through the regional Government Office) and the local area, represented by the Local Authority and its key partners.

LAAs apply to top tier authority areas, hence the relevant agreement is the Warwickshire wide LAA, which was formally agreed by GOWM / Government in April 2007. The district LSPs have a significant role to play in localising and delivering the Warwickshire Local Area Agreement and their structures and operational arrangements need to support this role.

### **3.2 Local Government White Paper – Strong and Prosperous Communities:**

The Local Government White Paper (2006) places further emphasis on the role of Local government as ‘place shapers’ through their provision of community leadership and strategic vision. The White Paper also reinforces the expectation that strong local leadership and delivery of local objectives can only be achieved effectively with appropriate emphasis on partnership working between local authorities, local partner organisations and the wider community. The White Paper reinforces the role of Local Strategic Partnerships as the overarching strategic partnership for an area, as well as emphasising the key role that Local Authorities should play in those partnerships.

### **3.3 Rugby Sustainable Community Strategy**

The Local Strategic Partnership has been working on the development of a new Sustainable Community Strategy (SCS) for Rugby, to replace the Rugby Community Plan 2002-2006.

The new Rugby Sustainable Community Strategy (2007-2010) has been aligned with the Warwickshire Local Area Agreement and includes six themes, which match the six blocks within the LAA. The delivery of the Sustainable Community Strategy will be a key action for the Rugby Local Strategic Partnership.

It is recognised in its present form that the Sustainable Community Strategy provides a sound basis for future discussion and development but requires refining and adoption by a new LSP management board.

Rugby Borough Council formally endorsed the Strategy on this basis at a Full Council meeting held on 31 July 2007.

The draft SCS is attached as Appendix 1 for endorsement by the Area Committee on a similar basis.

The draft SCS has been distributed to other key partners for their consideration and endorsement as appropriate.

### **4.0 Warwickshire Local Area Agreement governance arrangements:**

As part of the development and delivery of the Warwickshire Local Area Agreement, governance structures have been established as follows:

#### **4.1 Warwickshire Public Service Board**

The chief strategic decision making body for the Warwickshire Local Area Agreement, consisting of:

<b>Nominating Body</b>	<b>Representatives</b>
The County and the District Councils	6 – Council Leaders
Voluntary and Community Sector (CWIC)	1 representative
Coventry and Warwickshire Chamber of Commerce	1 representative
Warwickshire Police Authority	1 representative
Coventry and Warwickshire Learning and Skills Council	1 representative
Warwickshire Primary Care Trust	1 representative
Warwickshire and West Midlands Association of Local Councils	1 representative
<b>TOTAL</b>	<b>12</b>

#### **4.2 County wide themed partnerships:**

Six county wide themed partnerships mirroring the six themes/blocks within the Local Area Agreement:

Children & Young People  
Safer Communities  
Stronger Communities  
Economic Development and Enterprise  
Climate Change and the Environment  
Healthier Communities and Older People

Each of these themed partnerships consists of approximately 15 members from organisations with relevant interest and expertise in the particular themes. Each partnership includes at least one representative from each of the 6 Local Authorities in Warwickshire. All of the themed partnerships are now formally established with the exception of Economic Development and Enterprise, which is to hold its first meeting on 12 September 2007.

#### **4.3 A Public Service Board Advisory Forum**

It is the role of the Advisory Forum to advise and support the Warwickshire Public Service Board in achieving its vision of making a real and lasting difference to the well being of people in the county by joining together to improve public services across Warwickshire.

<b>Sector / Agency/Nominating Body</b>	<b>Number of representatives</b>
<b>WPSB Members</b>	
The County and the District Councils	6
Warwickshire Police Authority	1
Voluntary and Community Sector (CWIC)	1
Coventry and Warwickshire Chamber of Commerce	1
Coventry and Warwickshire Learning and Skills Council	1
Warwickshire Primary Care Trust	1
Warwickshire and West Midlands Association of Local Councils	1

<b>Other Members</b>	
National Probation Service – Warwickshire	1
Warwick University	1
Coventry Solihull Warwickshire Partnership Limited	1
Warwickshire Race Equality Partnership	1
Appropriate faith representative*	1
Local Strategic Partnerships	5
Warwickshire Police Service	1
Coventry Diocese	1
Chairs of the county wide themed partnerships	6
<b>TOTAL MEMBERSHIP</b>	<b>30</b>

The first meeting of the Advisory Forum is currently being planned and is likely to take place by the end of October 2007.

#### **4.4 Borough / District level partnerships and arrangements:**

In developing and adopting governance arrangements for the LAA, the Warwickshire Public Service Board (PSB) has been supported by a LAA Governance Task & Finish Group, made up of key stakeholders including: Warwickshire County Council, District/ Borough Councils, Voluntary and Community Sector and the Learning and Skills Council.

As part of this process consideration has been given to the types of arrangements that would be appropriate at the local / district level, to enable partnership working at this level to be effective in delivering both the key objectives within the local Sustainable Community Strategy and those within the Warwickshire Local Area Agreement.

The Warwickshire Public Service Board has endorsed draft model terms of reference for the Borough / District LSPs and their associated theme groups, to guide both the structures and operations of those organisations (attached at Appendix 2).

It was not intended that these arrangements be set in stone and they could be subjected to local variation as appropriate. However they are intended to provide a basis for the adoption of local arrangements that will enable effective management of partnership activity and delivery of agreed priorities and objectives. In addition they would offer a greater degree of consistency across the five districts / boroughs, which would assist the management of the LAA process. It would be the role of the LSP management board to adopt terms of reference for the LSP and associated theme groups.

#### **5.0 The future shape of the Rugby LSP**

Over the past couple of years a number of areas of improvement have been identified with regards to the Rugby LSP, both by the partners involved in the process and by external organisations. There appeared to be a lack of clarity about the purpose of the LSP and its structures seemed to be very complex / cumbersome and not very supportive of effective partnership working.

These issues, in conjunction with the changing partnership framework in which the Rugby LSP is operating, both nationally and in Warwickshire, suggest it is an appropriate time to review the structure and governance arrangements.

Based on the discussions held with key partners within the existing LSP structures and the development of the Warwickshire LAA and associated governance arrangements, the following structures are proposed for the Rugby LSP:

- Management Board (possibly supported by an Officer Coordinating Group – which is not seen as part of the formal structure).
- 6 Theme Groups / Partnerships mirroring the blocks of the LAA.
- LSP Advisory Forum

### **5.1 The Management Board**

It is proposed that a slimmed down board of 8 people will make up the new LSP management board. This will consist of \*:

- 1 elected member representative of Rugby Borough Council
- 1 elected member representative of Warwickshire County Council
- 1 representative of Warwickshire Police / Police Authority
- 1 representative of Warwickshire PCT
- 1 representative of the Voluntary & Community Sector
- 1 representative of the Education / Learning Sector
- 1 representative of Chamber of Commerce
- 1 representative of the Warwickshire Association of Local Councils

\* for all organisations other than Warwickshire County Council and Rugby Borough Council it is suggested that they themselves determine whether membership should be through an officer or Board member.

Non officer board members could be supported by a 'lead officer' who would attend board meetings in an advisory capacity but who will not be a voting member.

Six of the board members will be linked to one of the six themes within the Warwickshire Local Area Agreement and the Rugby Sustainable Community Strategy. The Chair will not be linked to a specific theme.

Board members will be expected to be of sufficient seniority to be able to make decisions on behalf of their organisation and to allocate appropriate resources, or to be able to ensure that all necessary approvals have been obtained in advance.

A standing invitation will also be made to a representative of the Government Office for the West Midlands in a non-voting advisory capacity.

#### **5.1.1 Theme Groups / Partnerships**

Six theme groups / partnerships will be established, in alignment with the themes of the Rugby Sustainable Community Strategy:

- Children & Young People
- Stronger Communities
- Safe Communities
- Healthy Communities & Older People
- Economic Development and Enterprise
- Climate Change and the Environment

Membership of the theme groups will be determined by the theme groups themselves, subject to approval by the management board.

The detailed role of the theme groups / partnerships is shown in the proposed terms of reference at Appendix 2.

#### *5.1.2 LSP Advisory Forum*

It is proposed to establish a forum, made up of a wider cross section of organisations / community representatives whose role would be to support and advise the LSP management board in its delivery of the objectives in the Rugby SCS and the local delivery of objectives in the Warwickshire LAA.

The forum would act as a consultative body and 'sounding board' to assist the LSP board in developing an appropriate vision for the Borough and in delivering that vision.

### **6.0 LSP Support and Servicing Arrangements**

There have been detailed discussions between the Borough Council and County Council concerning future support / servicing arrangements and it has been agreed that these responsibilities are shared equally between the two councils as part of a new approach to joint working.

### **7.0 Process to dissolve RF and establish new LSP**

In order to dissolve the existing Rugby Forward and establish new arrangements, the LSP is writing to all relevant partner agencies to ask them to formally agree the new arrangements, nominate a representative to the board where appropriate and ensure that any of their current representatives affected by the proposals are made aware of their impact on them individually. As part of this process, Area Committee is being asked for its views on the proposals which will be reported on to Cabinet. The views of the County Council on the proposed restructure will then be reported back to the LSP along with the views of other key partners.

Officers are supportive of the new proposals as they will help to refocus the work of the LSP in the context of a changing partnership landscape for Warwickshire which now includes the Warwickshire LAA as a key vehicle for making improvements to the lives of Warwickshire people at a local level

DAVID CARTER  
Strategic Director of  
Performance and  
Development

Shire Hall  
Warwick  
06 September 2007



# **“RUGBY FORWARD”**

## **THE SUSTAINABLE COMMUNITY STRATEGY FOR THE RUGBY AREA 2007 – 2010**

*DRAFT 3<sup>rd</sup> July 2007*

### **CONTENTS**

1. FOREWORD
2. INTRODUCTION
3. RUGBY BOROUGH PROFILE (2007)
4. OUR VISION FOR THE FUTURE (2027)
5. CROSS-CUTTING PRIORITIES:
  - EFFECTIVE PARTNERSHIPS
  - PRIORITY COMMUNITIES
  - RURAL COMMUNITIES
  - NEW COMMUNITIES
6. THEMES – VISION AND PROFILES
  - STRONG COMMUNITIES
  - SAFE COMMUNITIES
  - HEALTHY COMMUNITIES AND OLDER PEOPLE
  - CHILDREN AND YOUNG PEOPLE
  - PROSPEROUS COMMUNITIES
  - SUSTAINABLE COMMUNITIES
7. THEMES: TARGETS AND ACTIONS
  - STRONG COMMUNITIES
  - SAFE COMMUNITIES
  - HEALTHY COMMUNITIES AND OLDER PEOPLE
  - CHILDREN AND YOUNG PEOPLE
  - PROSPEROUS COMMUNITIES
  - SUSTAINABLE COMMUNITIES

# 1. FOREWORD

Many individuals and agencies have been involved in the development of this strategy, particularly through the theme groups of the Local Strategic Partnership, and many more will be involved in its delivery.

The strategy has been developed in the context of a number of changes and challenges, in the short, medium and long term, which will have a significant effect on its delivery.

All the key organisations who are delivering public services in Rugby are in the process of significant change and re-structuring. Some local organisations are becoming part of sub-regional or regional bodies, and some services in our local authorities have been amalgamated into new departments. Ultimately these changes should not affect the priorities and commitments detailed in this strategy. Local people expect seamless delivery of quality services at local level, irrespective of who is delivering that service.

This Strategy provides us with an opportunity to look beyond the short-term towards the longer term changes we may have to deal with over the next twenty years. There will be fundamental changes to the economy, population, climate and the way in which we live our lives. We are already beginning to experience some of these changes. Through looking ahead, we can influence change where we can, and be fully prepared for change when it happens.

In order to inform our priorities over the next three years, the Strategy places considerable importance on the use of data and statistical information, so that we can measure progress and improved quality of life.

However, statistical information does not always tell the whole story with regards to the diversity of communities and evolving community needs in the Borough. The Borough is a 'community of communities', each with their own complex identities and needs, which cannot be understood simply by looking at numbers. The successful delivery of this strategy will require an on-going dialogue with local people from all communities. We hope people will want to get involved.

## 2. INTRODUCTION

This document outlines a long-term vision, and details shared priorities, commitments and targets for public, private, voluntary and statutory organisations in Rugby Borough from 2007 to 2010.

This will be backed up by detailed short-term action plans for each of our themes.

Our strategy has been developed alongside the Local Area Agreement for Warwickshire, also to run from 2007 to 2010, which details partnership priorities and targets for Warwickshire as a whole. In this respect it is a more local version of the Local Area Agreement, providing focussed targets for the Rugby area.

In turn we are looking to work with local communities to provide more local versions of the Rugby Area Strategy, detailing a vision, priorities, commitments and targets for each of our localities.

Explanation of terms used in this document:

### **Cross-cutting priorities**

These are priorities shared by all agencies that cut across all services and areas of activity.

### **Themes**

These are specific areas of activity. We have used the same themes as the Warwickshire Local Area Agreement

### **Profile**

This contains statistical and other evidence around people's quality of life at the present time, in order that we can identify priorities for action.

### **Vision (2027) and Outcomes**

This is what we hope the Rugby area will be like in twenty years time

### **Indicators**

These have been designed to enable us to measure whether our actions are having an affect on people's quality of life and the overall profile. Many of our priorities require long-term solutions, and we may only see marginal changes within the next three years. It is suggested that the Partnership retains this 'basket of indicators' over the twenty year period in order to be able to analyse trends and measure progress year on year.

## 3. RUGBY BOROUGH IN 2007

### Geography and Demography

Rugby Borough covers 138 square miles in the Heart of England, on the border of the East and West Midlands, encompassing the town of Rugby and 39 parishes. Two thirds of the Borough's 90,000 residents live in the town, with the remainder living in rural settlements ranging in size from as little as 20 to nearly 3,000 people.

The overall population level remained steady from 1971 to 2001, but has risen over the last five years, and is expected to increase to well over 100,000 by 2026, largely due to people coming to live here and partly due to people living longer. Numbers of over 50s are beginning to increase sharply, while numbers of young people decline. The number of households has risen faster than the population, and around a quarter of Rugby's 37,000 households now have a single occupant.

The West Midlands Regional Spatial Strategy (RSS) was adopted in 2004 and has been subject to immediate partial review. Regional Housing allocations have been a feature of this partial review and will, when adopted, have a significant impact on the Borough and the surrounding areas. The current proposals indicate an upper limit of 23,000 houses for the Borough and this will need to be balanced with the necessary infrastructure and employment and retail opportunities. There is the potential, through the RSS, for the urban area of Rugby to double by 2026.

Rugby has settled and well-established minority ethnic communities, making up around 7% of the total population, the largest being Indian and Black Caribbean. Over the last couple of years, there has been a significant increase in the number of migrant workers from Eastern European countries, particularly Poland, with over 1,000 new workers in the last year alone.

Sitting on the West Coast Main Line and close to the M6 and M1 motorway network, the Borough has good transport links. However, this convenience brings its own challenges in terms of traffic movement, inward investment, and community identity, as many residents travel out of the Borough to work or shop.

### Quality Of Life

Quality of life for most people in the Borough is good. Average household income is higher and rising faster than national and regional averages, and employment levels are high.

However, more than one in ten households have an income of less than £10,000 per year, and Rugby's traditional employers – manufacturing and agriculture – are in decline.

The Index of Multiple Deprivation (2004) – which measures a range of factors including income, education, employment, health, crime, amenities, housing and the environment - identifies some significant 'pockets of deprivation':

- One neighbourhood (in Brownsover South) is in the 20% most deprived areas in England, and a further three areas (in Overslade, Newbold-On-Avon, and Newbold Town Centre) are in the bottom 30%.
- Areas within Benn and New Bilton are amongst the worst 10 in Warwickshire with regard to crime and the quality of the living environment (both indoors and outdoors)
- A number of villages feature in the bottom 10% in England with regard to access to services.

Rugby's residents tell us that the three things that most need improving in Rugby Borough are (1) levels of crime (2) activities for teenagers (3) traffic congestion.

## 4. RUGBY BOROUGH IN 2027 (OUR VISION)

The Rugby area in 2027 is a great place to live, work and visit – due to the quality of its schools, health services, employment opportunities, shops, leisure and cultural facilities and visitor attractions, and because of its attractive environment, accessible transport network, low levels of crime and social problems, and the affordability of housing.

All local people are benefiting from this improved quality of life, regardless of age, disability, where they're from or where they live. There are no longer 'pockets of deprivation' or significant health inequalities. People from all backgrounds feel they have a stake in their local community and are engaging in community life.

The villages and neighbourhoods of the Borough are amongst the most attractive of any in England, and local facilities are excellent, with shops, recreational facilities, places of worship, post offices and pubs at the centre of village life.

Rugby Town Centre is the shopping, leisure and arts centre of choice for all sectors of the local community and its distinctiveness is attracting customers from across the sub-region.

Public services, businesses and local people have adapted ways of working and lifestyles to minimise their impact on the wider environment and the lives of future generations.

# 5. CROSS-CUTTING PRIORITIES

## 5A. EFFECTIVE PARTNERSHIPS

### ***Our vision for 2027:***

Public agencies, voluntary organisations, businesses and communities have successfully delivered the Sustainable Community Strategy, helping to make our overall vision a reality, through working together strategically and maximising available resources.

### ***Why this is a priority:***

The Sustainable Community Strategy 2007-10 sets ambitious targets across a wide range of inter-related issues, which will only be achieved through strategic leadership, collaborative working, and joined-up delivery.

### ***Profile in 2007:***

While there are a number of effective and successful partnerships in Rugby, there has been a lack of overall leadership and accountability, or agreement as to how partnerships can best be organised.

### ***Our key commitments for 2007-10:***

We will develop an overall partnership structure and performance management framework which ensures:

- partnership structures are 'fit for purpose' to deliver the Sustainable Community Strategy in the most efficient manner possible
- there is scrutiny and accountability of partnership activities
- all key partnerships have action plans against which performance is reported
- partnership working is properly co-ordinated and resourced
- all key individuals and agencies are properly engaged in partnerships
- the number of duplicating and overlapping partnerships is minimised
- the sharing of information is optimised
- community participation and public consultation are integral to partnership activities

### ***How we will measure success:***

We will develop a 'performance toolkit' to ensure that partnership working is adding value to our services and maximising resources available to communities, rather than creating additional bureaucracies.

This will include measures around:

- the involvement and satisfaction of businesses, voluntary and community sector agencies, and public sector bodies in local strategic partnership working
- public awareness of the Local Strategic Partnership and perception of value for money

We will monitor a 'basket of indicators' to measure the overall success of the Sustainable Community Strategy, including:

- People's satisfaction with their neighbourhood as a place to live
- People's satisfaction with local public services
- Key indicators relating to cross-cutting priorities
- Headline indicators relating to each theme

### ***Who has the lead responsibility for making this happen:***

Rugby Borough Council and Warwickshire County Council/LSP Board.

## 5B. PRIORITY COMMUNITIES

### ***Our Vision For 2027:***

Rugby no longer contains pockets of deprivation

### ***Why this is a priority:***

The Index of Multiple Deprivation (IMD) enables agencies to identify communities at a very local level experiencing inter-related problems around crime, health, poverty and the living environment. These 'pockets of deprivation' can be hidden by ward-level statistics, as they can sit within the same ward as far more affluent neighbourhoods.

Using the IMD and local knowledge, partners have been able to identify five priority communities within Brownsover South, Newbold/Benn/Town Centre, Northern Overslade, Newbold-On-Avon and New Bilton.

The Partnership aims to ensure that over the next twenty years these communities (and any others identified as experiencing deprivation) are able to enjoy a quality of life comparable to the rest of the Borough.

### ***Our key commitments for 2007-10:***

- We will continue to develop local partnerships to address local issues through agencies working strategically alongside local communities.
- We will work together to target resources towards those in greatest need, so long as this does not compromise universal services and fair access to provision for all residents of the Borough.
- We will seek to gain additional funding for those communities with the greatest needs

### ***How we will measure success:***

We will use a range of statistics to monitor improvement in our worst performing neighbourhoods, with the aim of removing all neighbourhoods in Rugby from the bottom 30% of the Index of Multiple Deprivation in England.

We will monitor a number of the indicators in this Strategy specifically within our priority communities.

### ***Who has the lead responsibility for making this happen:***

To be agreed/LSP Board

## 5C. RURAL COMMUNITIES

### ***Our vision for 2027***

Rural communities are thriving, and have fair access to amenities and public services.

### ***Why this is a priority:***

Much of the Borough's rural population experiences significant disadvantage accessing amenities, services and affordable housing. This can particularly affect the quality of life for young people, older people and disabled people.

Recent research by Warwickshire Rural Community Council has demonstrated a widespread feeling within Rugby's rural communities that access to some public services is more difficult than it should be, and that the local infrastructure could be better maintained.

### ***Our key commitments for 2007-10:***

We will develop and implement an action plan responding to the recommendations of the recent rural research project, commissioned by Warwickshire County Council on behalf of the Local Strategic Partnership. This will include the development of innovative methods of service delivery in rural areas.

We will create a 'rural proofing checklist' to ensure that all actions proposed through the Sustainable Community Strategy and its associated action plans takes full consideration of the needs of rural communities.

### ***How we will measure success:***

We will monitor improvement in rural communities around the following indicators:

- Satisfaction with public services
- % villages with 'easy' access to selected amenities
- Selected indicators measured specifically within the rural areas (including measures around affordable housing, activities for young people, transport and other areas of concern)

### ***Who has the lead responsibility for making this happen:***

To be agreed/LSP Board



## 5D. NEW COMMUNITIES

### ***Our Vision for 2027:***

While Rugby has continued to experience inward migration, the presence of new communities has enriched community life, and the impact of new developments has been mitigated by the quality of the local infrastructure.

### ***Why this is a priority:***

Rugby is currently experiencing significant inward migration both from within Britain and elsewhere in Europe. This is likely to substantially increase over the next few years, due to new developments, and in the longer-term through the Regional Spatial Strategy. Partners need to ensure that our infrastructure is equipped to deal with these changes, and that our services are able to meet the needs of new communities.

### ***How we will measure success:***

To be developed (to include 'community cohesion' measures within the Stronger Communities Theme).

### ***Our key commitments 2007-10:***

We will develop a 'New Communities' Strategy.

### ***Who has the lead responsibility for making this happen:***

Rugby Borough Council.

## 5E. OTHER CROSS-CUTTING PRIORITIES

In addition to the above we will develop mechanisms to ensure that all actions and targets are evaluated and 'proofed' with regard to:

- Priority Communities
- Rural Communities
- Community Engagement
- Sustainability
- Equalities

## 6. THEMES

### STRONG COMMUNITIES

#### ***Our Vision for 2027:***

All Rugby's citizens feel part of their community and most people are engaged in community life, for instance through volunteering in one way or another.

Local community facilities are thriving and offer a range of services close to where people live. People are able to shape the services they receive and hold agencies to account.

Rugby's communities are diverse, fair, tolerant and cohesive with a strong local culture and shared community activities.

Rugby has a thriving and growing voluntary and community sector and strong local councils.

#### ***Profile in 2007***

Rugby's traditions and reputation for community activity, tolerance and diversity, and our good local facilities, conceal a number of emerging issues:

- Rugby has not escaped national trends showing a growing disengagement from community life. People are less likely to vote, volunteer and attend public meetings than they used to, but are still likely to have strong opinions about how their tax is used and how services are delivered.
- There is a lack of organised communities in our priority neighbourhoods, and an over-reliance on a few community spokespeople. In recent years, Rugby's voluntary and community sector has not benefited from external funding to the extent of other areas in Warwickshire, and a number of key organisations are struggling to balance the books.
- In line with national trends, Rugby has recently seen a swift growth in the number of people coming from elsewhere in Europe to work. It is unlikely that many of these people will settle in Rugby, and this means the composition of some local communities can change rapidly.
- The loss of local facilities and locally-based activities, the decline of rurally-based employment and increase in commuting, and the lack of affordable housing (particularly for young people) has weakened many rural communities.

#### ***Key Commitments 2007-10:***

- Develop Locality Panels giving residents the opportunity to work together with agencies to tackle local issues.
- Continue to develop Parish Plans and improvement plans for priority communities, and build on these to develop Locality Plans across the Rugby area
- Develop a network of community development workers in our priority communities to support local involvement in improvement plans.
- Continue to support the development of local forums of Young People, Disabled People, Older People, and Minority Ethnic Communities – enabling these groups to influence local decision-making and get a fair deal

***Lead Responsibility:*** Warwickshire County Council (Nick Darwen)/CVS (Paul Tolley)

# SAFE COMMUNITIES

## ***Our Vision for 2027:***

Rugby Borough is among the safest places in the Country. Levels of crime and anti-social behaviour are low, and while people remain vigilant, they feel that they live in a community where people respect each other, and are re-assured that agencies are working together to protect our communities and tackling problems as they arise.

Deaths and serious injuries through accidents on the roads, at home and at work are rare. While the risk of major emergencies has been minimised, partners are fully prepared should such an incident arise.

## ***Profile in 2007:***

- Partners have launched a number of high profile initiatives including community scrutiny of policing, Police Community Support Officers, a responsive unit of Community Safety Wardens, town centre 'hosts', the use of CCTV, and the innovative 'alley-gate' scheme.
- Nevertheless, levels of crime, disorder, youth offending, arson and 'fear of crime' are higher than they should be, and performance is not yet improving. There are particular concerns around gang culture and recent high profile arson incidents.
- Road safety continues to improve, but there is still considerable concern around traffic speeding through villages and also the increased and unnecessary use of Heavy Goods Vehicles through villages.

## ***Key Commitments 2007-10:***

- Improve our strategic response to community safety issues through a reinvigorated Crime and Disorder Reduction Partnership
- Establish and Develop Priority Action Groups to improve the co-ordination of partners' interventions around the following areas: violent crime; volume crime; anti-social behaviour and criminal damage; Prolific and Priority Offenders; Tackling Drugs and Alcohol
- Improve the prevention and detection of volume crime including domestic burglary, vehicle crime, and business crime
- Reduce the incidence of anti-social behaviour and criminal damage through the co-ordination of youth diversion schemes and the implementation of vigorous graduated responses to offenders who cause anti-social behaviour
- Deter and prevent Priority Offenders from becoming prolific criminals. Improve the targeting of Prolific Priority Criminals by ensuring they are caught and convicted; and once sentenced improve the way they are rehabilitated and resettled
- Improve the rehabilitation of offenders by targeting treatment to those offenders who cause most harm to society
- Improve the co-ordination of partners' responses to the causes of violence, and the apprehension of offenders
- Continue to prioritise resources to further reduce the number of deaths and injuries on our roads.

***Lead responsibility:*** Rugby Borough Council (Chief Executive and Crime & Disorder Reduction Partnership Manager)

# HEALTHY COMMUNITIES AND OLDER PEOPLE

## ***Our Vision for 2027:***

All sections of the community are leading healthy lifestyles, maintaining a good balance between work and leisure, and enjoying increased life expectancy.

As people grow older, they are able to maintain their health and independence, they continue to have a decent standard of living, and they continue to achieve, to enjoy, and to make a positive contribution to the local community.

When people are ill, vulnerable or otherwise in need, they receive first class health and social services.

## ***2007 Profile***

- Health indicators in the Rugby area are broadly in line with the County average, although there is a comparatively high level of excess winter deaths, and there are clear inequalities with regard the most disadvantaged communities.
- Areas within Newbold, Hillmorton, Brownsover South & North, Benn, Caldecott and Overslade are measured as amongst the highest scoring 10% in Warwickshire with regard to potential demand for primary health services.
- Life expectancy ranges from 74.8 in Avon & Swift (against England average 78.5) to 82.5 in the most affluent wards. Male life expectancy is higher than the national average, but increasing slower than national trends. Female life expectancy, while increasing, remains below the national average.
- While a greater number of people in Rugby are taking regular exercise than elsewhere in the County, over a fifth of adults are obese.
- There are concerns around access to health facilities for people living in rural areas, particularly for older people.
- There are some concerns that Rugby may have disproportionate problems around drugs and alcohol misuse.
- The number of elderly residents supported to live independently at home is significantly below the national average.

## ***Key Commitments 2007-10:***

- Deliver targeted interventions to improve health within our most disadvantaged communities
- Improve the participation of drug users in drug treatment programmes
- Increase year on year the proportion of drug users successfully sustaining or completing treatment programmes
- Establish Rugby Active Network to promote active lifestyles and develop new projects in targeted communities
- Ensure people have the information and support to make informed choices around their lifestyle and diet
- Provide supported accommodation for people with problems of substance misuse and assist with detoxification
- Provide emotional health support to people in the workplace through support and training of staff
- Increase year-on-year numbers accessing specialist treatment for alcohol dependency
- Increase take-up of council tax and housing benefits

***Lead Responsibility:*** NHS Warwickshire

# CHILDREN AND YOUNG PEOPLE

## ***Our Vision for 2027:***

Every Child Matters: every child and young person in the Rugby area is healthy and safe, enjoys and achieves, makes a positive contribution to the local community and experiences economic well-being.

## ***Profile in 2007:***

The vast majority of children and young people in Rugby enjoy a good quality of life, are achieving in and out of school, and are making a positive contribution to their local community:

- Levels of attainment in Rugby schools are rising and above County and national averages.
- Young people have many opportunities to take part in leisure activities and sport.
- The vast majority of 16 year olds go onto further education or employment
- All 3 and 4 year olds have access to Early Years provision, and over nine out of ten providers are deemed by OFSTED to be satisfactory or better.
- There is an active Youth Council and most schools have school councils
- Less than one in seventy young people enter the Criminal Justice System

Nevertheless, there remain a small number of children and young people who are not enjoying these benefits:

- An area of Brownsover South is in the bottom 10% in England with regards to child poverty, and has the highest concentration of lone parents in Warwickshire
- Exclusions from school have risen sharply over the last 5 years, and are now the highest in Warwickshire.
- 7 out of 100 school leavers are not in employment, education or training
- The Youth Council says that more opportunities for out-of-school activities are needed (including better access to public transport), particularly in rural areas.
- The number of complaints about young people involved in anti-social behaviour is increasing.
- Last year, 38% of 16 year olds did not achieve 5 good GCSE grades, and 6.5% did not achieve any GCSEs
- More work is needed to ensure children and young people are leading healthy lifestyles, with regard to diet, smoking, alcohol, drugs, and sexual health
- Many children and young people still experience bullying, and those who are bullied or are victims of crime or anti-social behaviour do not always find it easy to access appropriate support services
- Disabled children & young people, and those with caring responsibilities are often denied the opportunities available to their peers.
- Many young people who have grown up in rural areas are having to leave their local community to find affordable housing.

## ***Key Commitments 2007-10:***

- Continue to develop a range of initiatives to promote healthy lifestyles amongst children and young people
- Support all schools to achieve Healthy School Status
- Implement teenage pregnancy action plan in Rugby
- Further develop the 'Enhanced Support Services Network' for Rugby Town North, and roll out across Rugby – enabling all children and young people to have access to a 'lead professional', and all agencies to work together providing early interventions to ensure improved outcomes for all children and young people
- Increase the number and range of foster carers enabling children and young people in care to maintain their education, social and leisure links in the area and maximise continuity

- Implement preventative measures to reduce the number of looked-after children
- Raise awareness of private fostering requirements within the community through multi-agency working and publicity leading to an increase in formal notifications of private fostering arrangements in line with statistical neighbours
- Agencies to commit to, and progress, the Corporate Parenting Action Plan for Rugby's children and young people in care
- Reduce bullying in targeted communities
- Raise awareness of and increase notification of private fostering arrangements
- Develop a co-ordinated approach to increasing educational attainment and vocational skills with particular emphasis on closing the gap for those groups who are currently under-achieving e.g. African-Caribbean and dual heritage, children in care, children from hard to reach communities and those living in deprived neighbourhoods
- Further develop the 'Enhanced Support Services Network' for Rugby Town North, and roll out across Rugby – enabling all children and young people to have access to a 'lead professional', and all agencies to work together providing early interventions to ensure improved outcomes for all children and young people
- Develop a co-ordinated approach to promoting social, leisure and personal development opportunities for Rugby CYP particularly focussing efforts on targeted communities.
- Establish an integrated team in Rugby to support disabled children, young people and their families
- Develop a 'Play Strategy'
- Establish Extended Schools Clusters to provide locally co-ordinated provision for children, young people and families
- Develop effective partnership systems to support CYP who are at risk of exclusion

**Lead responsibility:** Warwickshire County Council (Children, Young People and Families Directorate)

# PROSPEROUS COMMUNITIES

## ***Our vision for 2027:***

The Borough has a growing and diverse economy, and our communities continue to enjoy a decent standard of living.

Due to its location, transport links and the skills of the local population, the Borough is seen as a great place to do business, and new investments have brought high quality jobs.

People are able to live within their means, and few people are experiencing debt problems.

Poverty and long-term unemployment have been minimised.

The Town Centre is the shopping, leisure and arts centre of choice for all sections of the local community and its distinctiveness attracts customers from across the sub-region.

The decline of locally-run businesses and retail outlets in rural areas has been reversed.

People are able to develop their potential throughout their lives through accessing the high quality learning opportunities available within the Borough.

All our residents live in decent houses, and the availability of affordable housing has ensured that people of all ages and incomes are able to live in our rural areas.

## ***Profile in 2007:***

Rugby is seen by employers as a good place to do business, and local people are enjoying the benefits of continued economic growth and rising household incomes. We have been particularly successful in bringing partners together to reinvigorate the Town Centre retail environment.

However, the overall statistics hide some significant issues:

- While unemployment levels are still low, they have risen over the last 12 months, and in Brownsover South are amongst the worst in Warwickshire. Some sections of the community, particularly Disabled people and lone parents continue to experience significant exclusion from employment opportunities.
- Despite the continued growth of other sectors – particularly Distribution and Transport - the local economy is still heavily reliant on manufacturing industries (employing a fifth of the local workforce), which are in steady and sometimes abrupt decline. This trend has been reinforced recently as Peugeot announced the closure of its car assembly plant at Ryton, which will have an impact on many suppliers and associated businesses well beyond the immediate job losses.
- Although there are pockets of unemployment, many local employers report problems with the availability of labour, particularly within the logistics and service sector.
- Rugby currently performs weakly with regard to inward investment.
- Some rural businesses are struggling, and are not aware of support that may be available.
- There is still a feeling that the Borough is not maximising the opportunities provided by its heritage in order to encourage visitors.
- While the West Midlands Regional Spatial Strategy identifies Rugby as a gateway to the region, we need to ensure that this means that the Borough does not simply become distribution centre but is also able to attract high technology, well-paid jobs.
- While local authority housing is now in good condition, there are concerns around the quality of housing in the privately rented sector. New Bilton North is the second worst performing area in Warwickshire with regards to the quality of housing.

There is a very significant unmet need for social housing, both in terms of a current backlog and continuing needs arising from new household formation.

## ***Key Commitments 2007-10:***

- Ensure sufficient land and premises are available to maintain the stock of employment sites and provide locations for new employment development
- Ensure occupation of new industrial units by target market sector

- Deliver the Chapel Street development
- Encourage mixed-use development on appropriate sites in the town centre
- Continue to promote the development of a 4 star hotel in the town centre
- Investigate the viability of the redevelopment of North Street
- Continue to investigate potential investment into the Ansty site as a medical technologies themed business park
- Ensure the Peugeot site at Ryton is retained for employment use
- Continue to provide support to sustain and develop locally run retail facilities in rural areas, and investigate how we can best support sustainable rural employment opportunities

**Lead Responsibility:** Rugby Borough Council



# SUSTAINABLE COMMUNITIES

## ***Our vision for 2027:***

The Borough is attractive, clean, green and safe.

Vehicle congestion is reducing year-on-year.

There is a network of high quality, liveable public spaces that residents are proud of and actively enjoy.

Wildlife and green spaces are protected and enhanced and the historic character of the Borough has been preserved.

Public services, businesses and local people have adapted ways of working and lifestyles to minimise their impact on the wider environment and the lives of future generations.

Where new development has been required to meet local need, its environmental impact has been minimised, including through re-using previously developed land.

The Borough is well equipped to deal with the impacts of climate change.

## **2007 Profile**

Rugby Borough has a largely rural environment with the exception of Rugby Town and the urban development near the boundary with Coventry.

Within Rugby Borough there are 7 Sites of Special Scientific Interest (SSSIs), 3 Local Nature Reserves (LNRs), 2 Regionally Important Geological Sites (RIGS), 14 Sites of Importance for Nature Conservation (SINCs), 27 Scheduled Ancient Monuments, 4 Registered Parks and Gardens, and 507 Listed Buildings, of which 6 are Grade 1 and 37 are Grade 2.

Rugby has made a significant investment in the Clean, Green and Safe agenda and has achieved significant improvements in this area. It has also established a clear direction of travel with regard to enhancing its sustainability performance in planning, construction and development control.

However it is recognised that there are still significant environmental and sustainability challenges, including car usage and congestion, reducing carbon emissions, minimising waste and increasing recycling.

In 2005/06, Rugby generated 568 kilos of household waste per person, a total of over 51,000 tonnes. 22% of this was recycled.

A number of substantial new developments are due to begin in the near future. A Masterplan has been drawn up for the redevelopment of the largest of these sites to the north of the railway station.

With regards to transport, addressing accessibility and congestion are recognised as the local priorities, especially with regards to the town centre.

Such issues will be addressed within the context of the Regional Spatial Strategy and Government guidance.

## **Key Commitments 2007-10:**

- Ensure the redevelopment of the former GEC/ Alstom and livestock market area sites (and any other new housing development) meets local needs, creates real benefits for surrounding communities, and minimise any environmental impact – for instance through increased traffic.
- Develop a programme of actions to reduce environmental crime such as litter, graffiti, fly-tipping, fly-posting, chewing gum and abandoned vehicles
- Design and maintain a network of attractive, high quality open spaces and green corridors.
- Seek 'Green Flag' awards for flagship open spaces.

- Deliver a programme of actions to make improvements to those areas of Rugby with the poorest local environments – including Streetwatch, Better Brownsover & New Bilton Renewal Area
- Commence construction of the new Western Relief Road to link up key development sites and reduce congestion
- Prepare and consult on an Action Plan to address air quality issues caused by transport
- Commission the Rugby Transport Study to identify proposals for the town centre to 'lock in' the benefits of the Western Relief Road
- Deliver an improvement to the southern access of the Black Path footbridge
- Establish clear principles and mechanisms to address flood risk and achieve more sustainable drainage in the long term

**Lead Responsibility:** Rugby Borough Council

# STRONG COMMUNITIES

## RUGBY 2027 OUTCOME Rugby's citizens are active and empowered

2007-10 TARGETS	2007 County	2007 Rugby	2010 County	2010 Rugby
% residents who feel they can influence decisions affecting their local area	31		35.5	35.5
% residents recorded as or reporting that they have engaged in formal volunteering on an average of at least two hours per week over the past year	10.2		11.7	11.7

2007-10 ACTIONS	Date/Target	Lead Agency
Develop Locality Panels giving residents the opportunity to work together with agencies to tackle local issues.	Commencing November 2006	WCC/RBC
Develop a network of community development workers in our priority communities to support local involvement in improvement plans.	2007-10	WCC/RBC
Continue to develop Parish Plans and improvement plans for priority communities, and build on these to develop Locality Plans across the Rugby area.	Locality Plans in place by 2009	WCC/RBC
Continue to support the development of local forums of Young People, Disabled People, Older People, and Minority Ethnic Communities – enabling these groups to influence local decision-making and get a fair deal	2007-10	WCC/RBC
Develop an action plan to increase the number of regular volunteers	2008	Volunteer Centre

## STRONG COMMUNITIES

### RUGBY 2027 OUTCOME

**People are satisfied with the range of facilities and services they can access within their community**

2007-10 TARGETS	2007 County	2007 Rugby	2010 County	2010 Rugby
% people who find it easy to access essential community facilities	TBA Mar 07		TBA Jun 07	
% public and commercial buildings fully accessible for disabled people	Baselines and targets to be established in 07/08			
% people who participate in leisure, sports and cultural activities	TBA Mar 07		TBA Jun 07	

2007-10 ACTIONS	Date/Target	Lead Agency
Develop local hubs through which people can access a range of public services (optimising the use of community facilities such as schools)	2007-10	WCC/RBC
Investigate the development of new community facilities	2007-10	WCC/RBC

## STRONG COMMUNITIES

### RUGBY 2027 OUTCOME

**Our local voluntary and community sector is thriving,  
and we have strong Local Councils**

2007-10 Targets	2007 County	2007 Rugby	2010 County	2010 Rugby
% VCS groups reporting growth in activity over the past year in terms of (i) financial turnover (ii) volunteering (iii) contribution towards the delivery of local priorities	Baseline and targets to be established 07/08			
Number of voluntary and community organisations and Parish Councils meeting recognised Quality Standards	TBA 03/07	TBA	TBA	TBA

2007-10 Actions	Target/Deadline	Lead Agency
Increase numbers of Parish Councils attaining Quality Status	In line with LAA target TBA	Warwickshire Association of Local Councils
Employ Groups Development Officer to help build the capacity of voluntary and community groups	2007-09	CVS

# STRONG COMMUNITIES/SAFE COMMUNITIES

## RUGBY 2027 OUTCOME

**Our communities are fair, tolerant and cohesive.**

**People respect each other, and are re-assured that agencies are working together to tackle any problems**

2007-10 TARGETS	2007 County	2007 Rugby	2010 County	2010 Rugby
% of people who feel the area is a place where people from different backgrounds get on well together	77.1%		81.5%	
% people who feel there is unfair discrimination in provision of public services	TBA Mar 07		TBA Jun 07	
% residents worried about being a victim of crime	50	62	44	
% public concerned about anti-social behaviour	22.4	29.4	17	
% residents who feel informed about what is being done to tackle anti-social behaviour in their area	22		25	
% of people who feel that parents not taking responsibility for the behaviour of their children is a very big or fairly big problem in their area	63.5		60.5	
% of people who feel that people not treating other people with respect and consideration is a very big or fairly big problem in their area	45.7		40.7	
Number of people who consider local drug dealing and drug use as a problem	19.9%	54.8	TBA	
Number of race hate incidents reported	484		533 (08/09)	
Selected SCS indicators measured specifically in relation to agreed communities of interest (disabled people, BME communities, rural communities, older people, young people)	To be agreed by March 2008			

2007-10 ACTIONS	Date/Target	Lead Agency
Investigate and address emerging issues relating to the needs and integration of migrant workers.	Action Plan in place 03/08	WCC/RBC
Work with 'communities of interest' to develop specific plans and targets against which performance can be judged.	March 2008	WCC/RBC
Establish Safer Neighbourhood Police Teams with dedicated resources directed to reduce crime and build public confidence	From September 2006	Police

Please note: Some targets and dates have not yet been agreed. However, this is a living document and as the data becomes available the relevant sections will be updated.

# SAFE COMMUNITIES

## RUGBY 2027 OUTCOME Crime levels have been minimised

2007-2010 TARGETS	2007 County	2007 Rugby	2010 County	2010 Rugby
Overall Crime (British Crime Survey)	28,519 (03/04)	5,902	TBA	
Number of offences brought to justice as % of crime	36		TBA	
Number of reported domestic burglaries	3192	619	2620	511
Number of reported vehicle crimes	7256	1467	5978	1174
Number of reported incidents of criminal damage/arson	9301	2212	7671	1770
Number of under 18s who have been the victim of recorded crime	3408		3083 (2009)	
Number of over 65s who have been the victim of recorded crime or anti-social behaviour	2,600		2,346 (08/09)	
% young offenders who re-offend	37		33.3 (2009)	
% successful termination of community licences for adult offenders	61%		68.5%	
Number of deliberate fires	1836		1746 (2009)	

2007-2010 ACTIONS	Dates/Targets	Lead Agency
Improve our strategic response to community safety issues through a reinvigorated Crime and Disorder Reduction Partnership,	Re-organisation complete by July 2007	RBC
Establish and Develop Priority Action Groups to improve the co-ordination of partners' interventions around the following areas: violent crime; volume crime; anti-social behaviour & criminal damage; Prolific and Priority Offenders; Tackling Drugs and Alcohol		CDRP
Improve the prevention and detection of volume crime including Domestic Burglary, Vehicle Crime, and Business Crime		CDRP
Reduce the incidence of anti-social behaviour and Criminal Damage through the co-ordination of youth diversion schemes and the implementation of vigorous graduated responses to offenders who cause anti-social behaviour		CDRP
Deter and prevent Priority Offenders from becoming prolific criminals. Improve the targeting of Prolific Priority Criminals by ensuring they are caught and convicted; and once sentenced improve the way they are rehabilitated and resettled.		CDRP
Improve the rehabilitation of offenders by targeting treatment to those offenders who cause most harm to society		CDRP

Please note: Some targets and dates have not yet been agreed. However, this is a living document and as the data becomes available the relevant sections will be updated.

# SAFE COMMUNITIES

## RUGBY 2027 OUTCOME Violent Crime has been minimised

2007-10 TARGETS	2007 County	2007 Rugby	2010 County	2010 Rugby
Number of reported violent crimes (excluding harassment)	7031	1282	5811	1057
Number of incidents of alcohol related violence	1,897		1,626	
Number of young people living with Domestic Violence in their usual residence				
Number of Domestic Violence incidents reported	3,945		4,456 (+5%)	
Number of Domestic Violence perpetrators convicted	250		293	
Number of repeat Domestic Violence perpetrators (People arrested for Domestic Violence offences who have been previously arrested for DV offences)	771		660	

2007-10 ACTIONS	Date/Target	Lead Agency
Improve the co-ordination of partners' responses to the causes of violence, and the apprehension of offenders		CDRP



# SAFE COMMUNITIES/HEALTHY COMMUNITIES

## RUGBY 2027 OUTCOME

Rugby is one of the safest places to live and work

2007-2010 TARGETS	2007 County	2007 Rugby	2010 County	2010 Rugby
Number of road deaths and serious injuries	562		393	
Number of deaths and injuries in accidental fires				
Measures relating to safety at work				
Number of accidents amongst under 5s in the home	797	33	TBC	TBC

2007-2010 ACTIONS	Dates/Targets	Lead Agency
Continue to prioritise resources to further reduce the number of deaths and injuries on our roads.		WCC
Continue to support the PATCHES scheme to reduce accidents to young children in the home		RBC

# HEALTHY COMMUNITIES AND OLDER PEOPLE

## RUGBY 2027 OUTCOME

People are healthier and living longer, and health inequalities are reduced

2007-10 TARGETS	2007 County	2007 Rugby	2010 County	2010 Rugby
Gap in years between the highest and lowest wards with regard to average life expectancy	6.5	6.1	5.8	5.5
Deaths from circulatory diseases per 100,000 population	84.1	78.5 (2005)	80.3	81.7
Number of adults entering treatment for substance misuse	1150	195	TBA	
Number of smokers quitting at 4 weeks through the Warwickshire NHS Stop Smoking Service	2736	636	4423	746
% adults achieving at least 30 minutes of moderate physical activity through walking 5 times per week	26.1	22.5	29.1	25.5
% people consuming 5 or more portions of fruit and vegetable each day	22.5	21	25.5	25.5
% statutory agencies				
Measure relating to emotional health and well-being				

2007-10 ACTIONS	Date/Target	Lead Agency
Deliver targeted interventions to improve health within our most disadvantaged communities		PCT
Improve the participation of adult drug users in drug treatment programmes	100% improvement 2006-08	PCT
Increase year on year the proportion of drug users successfully sustaining or completing treatment programmes		PCT
Establish Rugby Active Network to promote active lifestyles and develop new projects in targeted communities		RBC
Ensure people have the information and support to make informed choices around their lifestyle and diet		PCT
Provide supported accommodation for people with problems of substance misuse and to assist with detoxification.		RBC
Provide emotional health support to people in the workplace through support and training of staff.	100% public agencies signed up	PCT
Increase year-on-year numbers accessing specialist treatment for alcohol dependency	2007-2010	Swanswell Trust
Increase take-up of council tax and housing benefits		RBC

Please note: Some targets and dates have not yet been agreed. However, this is a living document and as the data becomes available the relevant sections will be updated.

# HEALTHIER COMMUNITIES AND OLDER PEOPLE

## 2027 OUTCOME

Older People, Disabled People and other vulnerable people are supported to maintain health, independence and quality of life

2007-10 TARGETS	2007 County	2007 Rugby	2010 County	2010 Rugby
'Supporting people' targets				
Number of older people accessing low level emotional support services	2,919		3,885	
Number of people supported to live in their own homes per 1,000 over 65s	74		90	
% home care users satisfied with home care services	61.4%		69.5%	
Number of avoidable emergency hospital admissions through chronic conditions usually managed in primary care (per 100,000 persons)	142.3		136.6	
% over 55s who have engaged in at least one cultural, sporting or informal learning activity in the past 12 months	TBE	TBE	TBA	TBA
% of housing classed as 'non-decent' (& additional measures for each sector)				
Measure relating to unmet need for social housing units				
Availability/affordability of rural housing units				
Number of homelessness cases resolved	N/A			
Number of families in temporary accommodation				

2007-10 ACTIONS	Date/Target	Lead agency
Investigate the reasons for high numbers of winter deaths, and provide targeted support to address fuel poverty for vulnerable groups.		RBC
Increase the availability of support/specialist housing to people to live independently (particularly people with learning disabilities and users of mental health services)		RBC
Improve the local housing stock to increase warmth in winter especially in vulnerable groups such as older people, people with disabilities and long term illness and households containing children		RBC
Continue to develop measures to prevent homelessness		RBC
Investigate ways of increasing the number of social housing units available, particularly for families, and including the rural areas.	750 new affordable housing units 2006-11	RBC
Improve unfit homes so that all Council houses continue to meet the decent homes standard	15% improved each year	RBC
Ensure all vulnerable people in the private sector have decent homes	100% by 2011	RBC

Please note: Some targets and dates have not yet been agreed. However, this is a living document and as the data becomes available the relevant sections will be updated.

# CHILDREN & YOUNG PEOPLE/HEALTHY COMMUNITIES

## RUGBY 2027 OUTCOME Children and young people are healthy

2007-10 TARGETS		2007 County	2007 Rugby	2010 County	2010 Rugby
% children under 11 defined as obese	Male	16.5	15.9	17.5	16.9
	Female	12.5	10.9	13.5	11.9
Number of conceptions per 1,000 15-17 year olds		35.2	35.7	20.7	23
% women smoking in pregnancy		16.4	15.9	13.4	12.9
% infants breastfed for 3 months or longer		67.2	66.4	TBA	TBA
% of young people drinking alcohol and using illegal drugs receiving treatment		21.6	26	TBA	TBA
Number of schools with an approved school travel plan		112	15	270	43
% schools achieving the Healthy Schools Standard		50	51	95	100

2007-10 ACTIONS	Date/Target	Lead Agency
Support schools to develop school travel plans		WCC/NHS
Assist young people to access information, advice and treatments relating to drug, alcohol and tobacco use		WCC/NHS
Ensure a systematic care pathway for overweight and obese children		WCC/NHS
Implement Teenage Pregnancy Action Plan in Rugby		WYPSMS
Develop initiatives to assist young people accessing information and advice relating to drug, alcohol and tobacco use		WYPSMS
Implement actions to increase rate of breastfeeding		NHS
Implement actions to reduce number of women smoking in pregnancy		NHS

# CHILDREN AND YOUNG PEOPLE/SAFE COMMUNITIES

## RUGBY 2027 OUTCOME: Children and young people stay safe

2007-10 TARGETS	2007 County	2007 Rugby	2010 County	2010 Rugby
%11-15 year olds who state they have been bullied in the last 12 months				
Number of under 18s of who been the victim of recorded crime	3408		3083 (2009)	
Fear of Crime amongst young people	N/a	TBA May 07	-15%	-15%
Number of young people living with Domestic Violence in their usual residence	1200		1137	
% core assessments recorded for children on the child protection register	80		95	95
Number of looked after children per 10,000 population	41.2		36	

2007-10 ACTIONS	Date/Target	Lead Agency
Ensure stability and continuity of care including activities for Rugby's Looked After Children		WCC
Implement the County Anti-Bullying Strategy in the Rugby area		WCC
Implement preventative measures to reduce the number of looked-after children		WCC
Implement the Corporate Parenting Action Plan for Rugby's children and young people in care		WCC
Increase the number of private fostering arrangements notified	Increase from 1 to 10 by 2010	WCC

# CHILDREN AND YOUNG PEOPLE

## RUGBY 2027 OUTCOME

Children and young people achieve and enjoy

2007-2010 TARGETS	2007 County	2007 Rugby	2010 County	2010 Rugby
<i>Educational Achievement at Key Stage 4</i>				
% achieving A-C or equivalent at Key Stage 4	64		71	
% achieving 5+ A-C including Maths and English	51		60	
Average Points Scored	302		322	
Average Points Scored for children living in Warwickshire's most deprived communities /Brownsover South	236.2		291	
<i>Educational Achievement of Those Within Vocational or Personalised Curricula</i>				
% 16 year olds achieving Level 1	36%		50%	
% 19 year olds achieving Level 2	70%		78%	
% students achieving Level 3	48%		58%	
Number of school exclusions	Fixed term	3132	710	1566
	Permanent	119	31	60
Number of school exclusions within specified vulnerable groups (to be identified)	n/a	n/a	-80%	-80%

2007-10 ACTIONS	Date/Target	Lead Agency
Develop a co-ordinated approach to increasing educational attainment and vocational skills with particular emphasis on closing the gap for those groups who are currently under-achieving e.g. African-Caribbean and dual heritage, children in care, children from hard to reach communities and those living in deprived neighbourhoods		WCC
Roll out Enhanced Support Services Network across Rugby area providing early intervention and integrated support for children for children and young people with additional needs	2010	WCC
Develop a co-ordinated approach to promoting social, leisure and personal development opportunities for Rugby CYP particularly focussing efforts on targeted communities.	2010	WCC
Establish an integrated team in Rugby to support disabled children, young people and their families		WCC
Develop a 'Play Strategy'		RBC
Develop effective partnership systems to implement the County Behaviour Strategy and support CYP who are at risk of exclusion		WCC

# CHILDREN AND YOUNG PEOPLE/ PROSPEROUS COMMUNITIES

## RUGBY 2027 OUTCOME

### Children and Young People experience economic well-being

2007-2010 TARGETS	2007 County	2007 Rugby	2010 County	2010 Rugby
% Children under 16 in families in receipt of means-tested benefits (receiving free school meals)				
% 16-18 year olds not in education, employment or training	5.6%		4.8%	
% schools offering extended services	37%		100%	100%

2007-2010 ACTIONS	Date/Target	Lead Agency
All schools to offer extended services		WCC
Further develop vocational and skills based learning opportunities for young people		WCC (through Rugby 14-19 Partnership)
Develop a Learning Quarter for Rugby centred on a rebuilt Warwickshire College campus		Warwickshire College
Establish Children's Centres at key locations to provide key services for Rugby's 30% most disadvantaged communities	% reach established by Children's Centres	WCC
Adopt Junior Credit Union activities in schools	(Number of children & young people joining Credit Union)	Schools, CVS
Increase the range of supported accommodation for young people aged 16.-19 including care leavers	2010	RBC
Reduce poverty of Rugby families by promoting full uptake of benefits and encouraging and promoting the uptake of life-long learning opportunities		WCC, RBC
Focused intervention to engage young people in education, training and employment post 16	2010	Connexions

# CHILDREN AND YOUNG PEOPLE STRONG COMMUNITIES/SAFE COMMUNITIES

## RUGBY 2027 OUTCOME Children and Young People Make a Positive Contribution

2007-2010 TARGETS	2007 County	2007 Rugby	2010 County	2010 Rugby
% young people involved in voluntary activities				
% services run by LSP partners that achieve the National "Hear By Right" standard or Warwickshire Award for Involvement	0%	0%	100%	100%
Number of first time entrants to the youth justice system	619 (05/06)		507 (-10%)	

2007-2010 ACTIONS	Date/Target	Lead Agency
Raise awareness and support partners to achieve the Warwickshire Award for Involvement and the Hear By Right Standard		WCC
Further develop the Youth Council (including links with School Councils) and develop new approaches to youth participation		WCC
Develop new ways of involving parents and families in the development and delivery of services		WCC
Review mentoring schemes to improve co-ordination and delivery, focused on targeted communities		



# PROSPEROUS COMMUNITIES

## RUGBY 2027 OUTCOME Rugby has a thriving and diverse economy

2007-10 TARGETS	2007 County	2007 Rugby	2010 County	2010 Rugby
Number of VAT registered businesses	19,720	3,095		3,180
% Employers satisfied (good or excellent) with the Rugby area as a place to do business	68	70		73
Number of retail facilities in rural areas	138	18	125	19
Employment level in target towns/Rugby Town Centre	21,024		27,000	
Provision of local services in target towns/Rugby Town Centre	1.37		1.35	
Numbers employed in key target sectors (MT, ICT, ET and PE)	46,900		52,050	
Employment in key target sectors as % of total employment	20.4		21.9	
Business Growth Ratio relative to UK	1.072		1.09	
Business Growth Ratio relative to South East	1.018		1.018	

2007-10 ACTIONS	Date/Target	Lead Agency
Ensure sufficient land and premises are available to maintain the stock of employment sites and provide locations for new employment development	Ongoing	RBC
Encourage occupation of new industrial units by target market sectors	Ongoing	RBC/Agents
Deliver the Chapel Street development	Dec 2008	Coop/RBC
Encourage mixed-use development on appropriate sites in the Town Centre		TCC/RBC
Continue to promote the development of a 4 star hotel in the Town Centre.	March 2009	RBC/TCC
Investigate the viability of the redevelopment of North Street	April 2007	RBC/TCC
Continue to investigate potential investment into the Ansty site as a themed business park		WCC/RBC
Ensure the Peugeot site at Ryton is retained for employment use	2010	Peugeot Partnership
Continue to provide support to sustain and develop locally run retail facilities in rural areas, and investigate how we can best support sustainable rural employment opportunities	Increase from 30 to 40 businesses supported per year by 2010	WCC/WRCC/RBC

# PROSPEROUS COMMUNITIES

## RUGBY 2027 OUTCOME

The Borough is the natural choice for visitors from across the sub-region, region and nationally

2007-10 TARGETS	2007 County	2007 Rugby	2010 County	2010 Rugby
Average overnight visitor stay (nights)	5.45	6	8	7
Average visitor stay	4hrs 22	3 hrs 58	4hrs 47	4 hrs 55
Average spend per day per visitor	£31	£25	£34	£36

## RUGBY 2027 OUTCOME

The Town Centre is the centre of choice for all sections of the local community and visitors from across the sub-region

2007-10 TARGETS	2007 County	2007 Rugby	2010 County	2010 Rugby
Town Centre Footfall (per week)		110,000		111,658
% increase in shop sales		3.4%		5%
% empty shops in the Town Centre		5.4%		4%
Levels of crime against businesses	30%	23%		20%

2007-10 ACTIONS	Date/Target	Lead Agency
Establish a Borough-wide viable Tourism Partnership	April 2008	RBC/TCC/RTA
Develop and implement a strategic marketing plan for the Borough	June 2008	RTP
Continue to improve visitor and tourism information	Ongoing	RBC
Investigate new opportunities to maximise our heritage	June 2008	RBC/TCC/WCC

# PROSPEROUS COMMUNITIES

## RUGBY 2027 OUTCOME

Long-term unemployment is minimised, due to the availability of jobs and the skills of the local workforce

2007-10 TARGETS	2007 County	2007 Rugby	2010 County	2010 Rugby
% people of working age in employment	77.8%	81.6%		83%
Number of people who have been claiming unemployment benefit for more than a year	955	145		130
% working age population claiming incapacity benefit	4.43%	4.8%	4.8%	4.3%
% working age population claiming job seeker allowance	1.76%	1.9%	1.7%	1.7%
% households earning less than £10,000 per annum	9.1%	9.2%		8.4%
% working age population with no qualifications	13.4%	8.2%	10.5%	7.1%
% working age population that do NOT have NVQ2 or equivalent qualification	31.7%	25.8%	24.5%	23.6%
% working age population with NVQ4 or equivalent qualification	27.8%	25.9%	30.75%	28.3%

2007-2010 ACTIONS	Date/Target	Lead Agency
Seek funding for regeneration targeted to wards with high unemployment		WCC/RBC
Provide training which satisfies the skills needs of the local economy, particularly through the new Warwickshire College site.		WCC/ Warwickshire College
Seek to encourage affordable transport to employment sites		WCC

# SUSTAINABLE COMMUNITIES

## RUGBY 2027 OUTCOME

### People live in a clean and attractive environment

2007-2010 TARGETS	2007 County	2007 Rugby	2010 County	2010 Rugby
% new homes built on previously developed land		50		60
Number of affordable housing units built on land identified as public land/premises	N/A			
Number of days when air pollution is 'moderate or higher' (National Air Quality Standards)		13		17
% relevant land & highways with unacceptable deposits of litter and detritus		23		17
Average speed (kilometres per hour) travelled by car on local highway network		17.78		17.07
% residents expressing satisfaction with grounds maintenance		70		

2007-2010 ACTIONS	Date/Target	Lead Agency
Ensure the redevelopment of the former GEC/Alstom and livestock market area sites (and any other new housing development) meets local needs, creates real benefits for surrounding communities, and as far as possible mitigate any environmental impact		RBC
Prepare and consult on an Action Plan to address air quality issues caused by transport	June 2007	RBC
Develop a programme of actions to reduce environmental crime such as litter, graffiti, fly-tipping, fly-posting, chewing gum and abandoned vehicles.		RBC
Design and maintain a network of attractive, high quality open spaces and green corridors.		RBC
Seek 'Green Flag' awards for flagship open spaces.		RBC
Deliver a programme of actions to make improvements to those areas of Rugby with the poorest local environments – including Streetwatch, Better Brownsover & New Bilton Renewal Area.		RBC
Commence construction of the new Western Relief Road to link up key development sites and reduce congestion	May 2007	WCC
Commission the Rugby Transport Study to identify proposals for the town centre to 'lock in' the benefits of the Western Relief Road	May 2007	WCC
Deliver an improvement to the southern access of the Black Path footbridge	March 2008	
Establish clear principles and mechanisms to address flood risk and achieve more sustainable drainage in the long term.		RBC

Please note: Some targets and dates have not yet been agreed. However, this is a living document and as the data becomes available the relevant sections will be updated.

# SUSTAINABLE COMMUNITIES

## RUGBY 2027 OUTCOME

People and organisations are minimising their impact on the wider environment and to future generations

2007-2010 TARGETS	2007 County	2007 Rugby	2010 County	2010 Rugby
Total household waste (kg per head)	550	568	550	550
% household waste landfilled	61.36%		52.4%	
% municipal waste recycled/composted	31.98%	22%	39.52%	31%
Tonnes of glass, metal, plastic & textiles recycled	16,664		17,000 – 23,000	
% Home Energy Efficiency	18.85 (2003)	26.23	28	28
Number of households receiving grants to reduce fuel poverty and maximise energy efficiency	1298	195	1501	TBA
% children travelling to and from school by car	15.5		15.5	
Kt of CO2 emissions	6381		5400	
Number of organisations working on carbon management programmes	57		134	
Number of journeys made by bus (millions)	11.45		11.63	
Number of journeys made by rail (millions)	4.4		4.7	
Number of cycle trips (baseline index = 100)	100		100	
Cycling in up-graded routes (baseline index = 100)	100		104.3	

2007-2010 ACTIONS	Date/Target	Lead Agency
Improve sustainability within our own practises and services through policy development and performance management		All partners
Improve the sustainability of buildings through better design and management, to achieve efficient energy and water use		RBC
Develop initiatives to improve energy efficiency in homes		RBC
Introduce a new, integrated refuse and recycling collection service to all households	January 2008	RBC
Investigate and implement actions to reduce car use and energy use within the public sector and other sectors		
Establish and implement a programme of actions to conserve, enhance and restore the biodiversity of Rugby Borough	Achieve 100% of agreed Rugby related Bio-Diversity actions and targets	RBC

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