

FINAL DECISION YES

SUGGESTED NEXT STEPS:

Details to be specified

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

Agenda No

Stratford on Avon Area Committee - 26 July 2006

Stratford on Avon Area Business Plan 2006/07

Report of the Strategic Director of Performance and Development

Recommendation

That the Area Committee approves the Stratford on Avon Area Business Plan 2006/07.

1 Introduction

- 1.1 Attached at **Appendix A** of this report is the Stratford on Avon Area Business Plan 2006/07, which sets out the milestone actions and performance targets for County Council Services in the local area.
- 1.2 As in previous years, the plan should be regarded as an extension of the County Council's Corporate Business Plan. Members will be aware that the Corporate Business Plan for this year has been structured around the Local Area Agreement Blocks. This approach has been adopted for the Area Business Plan.
- 1.3 The Corporate Business Plan will be subject to change and development over the coming year and as a result this will influence the content of the Area Business Plan. This reflects the fact that both Plans are living documents, which may need to be reviewed and altered as such changes emerge.
- 1.4 Progress against the targets and actions in the Area Business Plan will be reported to Area Committee at six and twelve month intervals.

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28 June 2006

**Warwickshire County Council
Stratford-on-Avon Area Business Plan 2006/07**

1. Children and Young people

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

Aspirations
Children and young people should be ready for, attend and enjoy school and college, and achieve standards set, both at primary and secondary school and in further education, and achieve personal and social development.

Key targets	2006/7 County	2006/7 Stratford
16 year olds (KS4) - % achieving 5+ A*-C grades (including English and Maths)	62%	73.1%
11 year olds (KS2) –% Achieving level 4 or above in English	82%	84.6%
11 year olds (KS2) –% Achieving level 4 or above in Maths	83%	88.1%
Number of pupils permanently excluded during the year from all schools per 1000 pupils at all maintained schools	0.95	No target

WCC Priority	Key Local Actions	Date or Target
Develop the role of the Local Authority as champion of parents and pupils.	Develop Extended & Support Services and Children’s Centres to support and empower parents in meeting the needs of their children	No Local Target
	Children’s Short-term Team to review and adapt practice in response to feedback from parents and young people.	
Raise standards in secondary, primary and special schools	Introduce School Improvement Partners (SIPs) into the remaining secondary schools in South Warwickshire, building on this year’s pilot in three local schools	Sept 2006
	Provide advice and guidance on the introduction of vocational courses and the new Specialised Diploma within secondary schools in South Warwickshire and their 14-19 partners	March 2007
	Introduce RAISE on-line in order to promote improved use of data in South Warwickshire schools	March 2007
	Intensify support for those secondary schools where there is identified underperformance in English and mathematics	No Local Target
	Continue support and monitoring of schools in South Warwickshire in Local Authority or Ofsted category of concern	March 2007

WCC Priority	Key Local Actions	Date or Target
Support the development of extended schools and Children's Centres	Appoint and deploy a dedicated Extended Schools Development Officer for South Warwickshire	Sept 2006
	Develop a micro library in Bishopton Children's Centre	20 new users
	Provide three days extended schools training for all 57 schools in South Warwickshire and their partners	March 2007
	Ensure 44 schools in the South Warwickshire Area are providing the full extended school 'core offer'	March 2007
	Secure the development of Phase 2 Children's Centres at Studley Infant and Lighthorne Heath Primary	March 2007
Deliver the County Youth Offer and promote uptake of opportunities	7 Youth and Community Centres providing opportunities for young people through youth clubs and other projects for a minimum of 4 hours per week. Henley in Arden, Kineton, Shipston, Southam, Stratford, Studley and Wellesbourne	15% of 13 – 19 year olds living with the centres parishes.
Reduce exclusion from education	Introduce a 'Managed Transfer' system for pupils at risk of permanent exclusion from schools in South Warwickshire	January 2007
	Introduce Parenting Contracts, and where necessary, Parenting Orders, where parenting has been identified as a factor in serious misbehaviour	March 2007

Other Local Actions	Target
Continue to support and promote Bookstart, Bookstart Plus and Treasure Box	Bookstart packs baby packs 1,200 Bookstart Plus packs 1,200 Treasure chests – 1,200 Supporting this and ensuring that home educated children, and other children that do not attend Early Years settings are able to collect packs from Libraries
Work with Bookstart Project Officer to invite families to local Baby Bounce and Rhyme Sessions	Promote the scheme through the District and visit minimum of 15 schools
Run the annual Summer Reading Challenge in all South Warwickshire libraries	Target participation rate of 800 participants across the Division Target 40% finishers Provide a programme of supporting linked holiday activities – a minimum of 15 events New members increased by 1%

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

Aspirations
Children and young people should be safe from maltreatment, accidental injury and death; bullying and discrimination, crime and antisocial behaviour. They should have security, stability and be cared for.

Key targets	2006/7 County	2006/7 Stratford
No local targets		

WCC Priority	Key Local Actions	Date or Target
Improve the outcomes for vulnerable children, children in need, and looked after children.	<p>Social Workers to become liaison person for schools. Outcome of Impact Assessment work to shape work with looked After Children. Workers to ensure that reviews time scale meet dept performance indicators. Team to ensure that each child in need has a child in need plan . Family centre providing support/ parenting work with families.</p> <p>Family Centre to start running family focus day for children's team Webster stratton parenting course to be set-up by Family Centre. Continue range of preventative and community based services for families.</p>	2006/7
Ensure children are protected from emotional, physical and sexual abuse and neglect.	<p>Teams to convene local child Protection training with Police,School,Health visitors and other agencies. Teams to ensure effective communication with other agencies re children on register as well as other vulnerable children in community.</p>	2006/7
Ensure children in Warwickshire feel safe from bullying	Explore the use of RYOGENS across all schools in South Warwickshire and partner agencies to ensure consistent and appropriate responses to identified issues	March 2007

	Produce and publish anti-bullying guidance and good practice booklet for all schools in South Warwickshire and partner agencies	March 2007
	Establish a secure and robust reporting mechanism to link local anti-bullying strategies to the Safeguarding Panel	March 2007
Reduce the fear of crime and antisocial behaviour		

1.3 Ensure that children and young people are healthy

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

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

WCC Priority	Key Local Actions	Date or Target
Promote healthy lifestyles in schools	Increase the number of schools in South Warwickshire achieving new national Healthy School status	No Local Target
	Support all South Warwickshire schools in the national quest of Transforming School Meals	September 2006
	Further develop local sports through the Stratford and Kineton School Sports partnerships	March 2007
Promote prevention activity to reduce under 18 conceptions in hot spot wards and with vulnerable young people, whilst providing universal provision to national standards	Youth and Community Service staff delivering programmes to young people attending 7 youth projects and clubs across South Warwickshire.	120 young people.
Integrate services for children and young people with disabilities	Establish a minimum of one new project aimed at developing work with young people with disabilities aged 13 – 19 years in partnership with local agencies.	1 Project 10 young people.
Improve outcomes for children and young people experiencing mental health difficulties	Social worker to be recruited to CAMHS vacancy. Monthly meeting with Domestic Abuse to be revived in order to monitor effects of domestic violence on families.	2006/7

Other Local Actions	Target
Work in partnership with other agencies to provide health education programmes	Youth and Community Service Staff delivering programmes to encourage young people to adopt healthier lifestyles in relation to Smoking Cessation, Drug and Alcohol misuse – 7 sessions 120 young people

2. Safer and Stronger Communities

2.1 Reduce crime and the fear of crime through working in partnership to achieve safer communities

Aspirations

The County Council will give leadership to partnership working at countywide level/ through effective contribution to Crime and Disorder reduction Partnerships (CDRPs) at district level. The aim is to improve the sense of safety in the community, reflected in falling levels of fear of crime. Key steps will be developing an effective LAA for 2007 with partners, and within the County Council to develop our Crime and Disorder Reduction Strategy.

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

WCC Priority	Key Local Actions	Date or Target
Lead on those jointly agreed priorities that need to be tackled at a countywide level, particularly, Antisocial behaviour, Domestic violence & Reducing crime	Agree and support 'Safer Neighbourhood' proposals	March 2007

Other Local Actions	Target
Implement the Retail Radio scheme in Studley, linking it to CCTV control room in Stratford upon Avon	Scheme implemented and fully operational by March 2007
Support the development of Action Groups in Wellesbourne and Studley. Support other Action Groups as they develop.	March 2007
Develop joint action plans with partners to address specific issues of Criminal Damage, vehicle crime and Wounding, highlighting WCC actions	Action plans prepared and agreed by partners and actions being implemented by March 2007.

<p>Submit a proposal to Stratford Town Trust to look at the provision of a “wet house” for street drinkers in Bancroft gardens. The house will provide a safe environment with access to services and treatment.</p>	<p>Proposal developed and submitted by March 2007</p>
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2.2 Reduce the risk, incidence and effect of fire and non-fire emergencies

Aspirations
<p>The Council’s aspirations are for an effective, well-managed service which discharges its core fire safety function to prevent fires and non-fire emergencies, and takes on an enhanced community role working in partnership with stakeholders. It will continue to reduce risk to the community through the implementation of annual IRMP action plans.</p>

Key targets	2006/7 County	2006/7 Stratford
Number of deliberate fires (per 10,000 population)	34.99	10.7
Number of injuries in accidental dwelling fires (per 100,000)	3.43	3.0

WCC Priority	Key Local Actions	Date or Target
<p>Work in partnership with other agencies, to reduce risk in Warwickshire in line with the fire & rescue national framework 2006/08.</p>	<ol style="list-style-type: none"> <li data-bbox="600 1032 1222 1330">1. “Safe to let”, is partnership working with Stratford Dwellings and is part funded by the “well being fund” to enable a check to be made of premises within the Stratford District Area, (in relation to risk from fire), before occupation on a letting basis is carried out. To date 22 inspections have been completed. <li data-bbox="600 1361 1222 1845">2. “Good Feeling Gone” project (also part funded by the well being fund), is under way with close working relationships with the Police and Road Safety to instigate three risk reduction initiatives. The first one being motor bike “safer riding” , the second initiative will be young drivers and the third based on having a safer Christmas. The bike “safer riding” is rolling out now with the second and third initiatives starting in September and December respectively . <li data-bbox="600 1877 1222 2060">3. South Warwickshire Housing are working closely with fire crews at Stratford fire station to produce activities in line with the National Community Fire safety planning guide. This will include 	<p>Completion date March 2007</p> <p>Initial target 5000 riders during the summer of 2006</p> <p>Projects set to run between April 2006- March 2007</p>

	covering “ Summer Family Fire safety, Fire safety in the Countryside, Fire Work safety and Student Safety.	
Reduce the number of deliberate fires, particularly targeting vehicle and property fires	To try and reduce the number of deliberate fires within the district, each Watch / station have been instructed to carry out visual audits of premises when they are mobile back from incidents or when on route to carry out community safety initiatives. These audits advise occupiers of the dangers that they are at from fire and advise what action to take to reduce the risk. It also advises them that their premises may be wide open to the threat of an arson attack. Home fire safety visits are also designed to educate the community into the dangers of fire and the consequences, this is also linked to the schools programme and working with other agencies who work with disadvantaged younger people.	HFSC's target of 600 for the year
Deliver fire safety education delivered to 100% of primary schools and 75% of secondary schools by March 2007.	Fire safety education is delivered to all schools signed up to the programme by Fire Service Personnel within the District . The target is presently being met. This has resulted in 145 visits being made to schools reaching 4320 students at three key stages within their academic years.	100% of primary schools and 75% of secondary schools visited by March 2007.

3. Healthier Communities and Older People

3.1 Promote the independence well-being and inclusion in the community of all adults

Aspirations

The Council should work in partnership, particularly with the Health Service and voluntary sector to provide a range of services, designed with those that use them, which enable more people to live independently in the community

Key targets	2006/7 County	2006/7 Stratford
Older people helped to live at home per 1000 aged 65 or over	74	68.7
Number of delayed transfers of care per 100,000 aged 65 or over	32.6	TBC
Admissions of supported residents 65 or over to residential/nursing care	71	67.4
Households receiving intensive home care per 1000 aged 65 or over	9.5	8
% Users satisfied with the Home Care Service	63	63

WCC Priority	Key Local Actions	Date or Target
Develop, in partnership, a range of low intensity support to help older people remain independent in the community.	Commence service for people aged 50+ in Shipston and roll out to Stratford District	Extra 300 older people helped to live at home by 31.03.07
Develop and implement accommodation strategies, incorporating supporting people, extra care and care homes, with housing associations and district/borough councils	1 st draft of strategy with key actions & priorities identified	Mid-July 2006
	Commence work on Stratford accommodation priorities	Oct 2006
	Review of WCS residential homes & proposals for future use	March 2007
Develop joint commissioning and partnership board arrangements	No local action	No local target
Optimise the use of direct payments to promote greater service user choice and control	Care Management Teams will more actively promote the take-up of Direct Payments	100% increase in numbers on DP by 31.03.07

3.2 Improve health and reduce inequalities across the County through targeting the most disadvantaged

Aspirations
The aspirations of the County Council are to see improvement in people's health and well being, by working in partnership to implement the recommendations of "Choosing Health". This will be achieved by targeting areas of greatest need.

Key targets	2006/7 County	2006/7 Stratford
No local targets		

WCC Priority	Key Local Actions	Date or Target
Put in place healthy lifestyles projects focused on the area of highest mortality, aiming to reduce deaths from circulatory diseases.	No local action	No Local Target
Develop WCC as a model employer in relation to promoting health	No specific local action	No Local Target
Promote high standards of public health through carrying out monitoring and enforcement activities	No specific local action	No Local Target

3.3 Provide the community with access and opportunities for learning, personal development and improved quality of life

Aspirations
The County Council can influence well-being through promoting local lifelong learning opportunities, which are easily accessible by all members of the community. This will be supported through the extension of physical and electronic access to cultural services

Key targets	2006/7 County	2006/7 Stratford
No local targets		

WCC Priority	Key Local Actions	Date or Target
Provide inspirational community activities to support quality of life for older people, both in their own homes and in care	<ul style="list-style-type: none"> • County Arts Service to support Community Arts Programme and Social Services Arts Grant Fund, facilitating creative activities for older people in the Stratford-On-Avon area • Heritage Education to facilitate reminiscence sessions for older people in the Stratford-On-Avon area (subject to external funding) 	<ul style="list-style-type: none"> • At least one creative session for older people facilitated by CAS during 2006-7 (Subject to applications to Social Services Grant Fund being received from Stratford-On-Avon area) • 2 inter-generational reminiscence and art sessions to be delivered in residential care homes in the Stratford-On-Avon area during 2006-7 (subject to external funding)
Implement the Museums, Libraries and Archives "Inspiring Learning for All" framework in Libraries, Learning and Cultural services	Deliver a rolling programme with local organisations/groups to promote health and wellbeing campaigns	3 activities per year in South Division libraries (24 min. engaged per event)

	<ul style="list-style-type: none"> • Improve utilisation of Warwickshire Museum and County Record Office services within Stratford-On-Avon area (site based, mobile & electronic) 	<ul style="list-style-type: none"> • 40 school visits to St John's Museum/Heritage Education from Stratford-On-Avon area during 2006-7 • 4 On the Road exhibition placements at Stratford-On-Avon area venues during 2006-7 • 5 support and development visits/events by Community Museums Officer to heritage groups in the Stratford-On-Avon area during 2006-7. • 5700 visitors to Roman Alcester during 2006-7
	<ul style="list-style-type: none"> • Adult & Community Learning to support Family Learning in the Stratford-On-Avon area 	<ul style="list-style-type: none"> • 130 users of ACL Family Learning, Literacy & Numeracy courses from the Stratford-On-Avon area during 2005-6. • 212 Adult and 106 children users of ACL Wider Family Learning courses from the Stratford-on-Avon area during 2005-6
<p>Modernise the way that services are delivered to customers in libraries</p>	<p>Deliver "Book on prescription" scheme working in partnership with Shipston Medical Centre</p>	<p>Take up of 20 self help books</p>

4. Economic Development and Enterprise

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

Aspirations
We will need to create an environment in which businesses are able to innovate, create and sustain jobs; residents are encouraged to learn, acquire skills and competencies, and enhance their employability. Those experiencing deprivation and disadvantage are given targeted help. We will focus on innovation and enterprise, to secure a competitive edge, and drive local regeneration.

Key targets	2006/7 County	2006/7 Stratford
New VAT registrations per 10,000 working age residents	60	85
VAT registered business stocks	+1.5%	+1.8%

WCC Priority	Key Local Actions	Date or Target
Implement the Regeneration and Competitiveness Strategy 2006-2010	Report annually on the achievement of the approved action plan as they affect the Stratford area	August 2007 and successive years
Develop town centre and industrial estates projects	Progress Stratford Waterfront flagship project, including implementation of 2007 first phase of street scene improvements	March 2007
Develop local neighbourhood initiatives	Support the development of community facilities in targeted neighbourhoods	March 2007
	Use Area Committee's delegated funds to commission projects to meet local priorities as agreed by Area Committee.	March 2007

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

Aspirations
A move toward higher value enterprises and diversification of businesses are priorities for the County. Additionally the move toward an increasingly knowledge based economy will result in an increased need for skills and competencies. WCC seek to increase the number of economically active residents, raise the overall skills base, and improve employability skills for those in the most disadvantaged areas and groups.

Key targets	2006/7 County	2006/7 Stratford
% People of working age in employment	80%	80%
Proportion of the working age population claiming key benefits	10.2%	7.86%
% Positive destinations for 16+ school leavers	93.9%	96.3%

5. Environment

5.1 Implement environmental sustainability

Aspirations

WCC is prepared to lead on issues raised by global warming such as CO2 emissions, having adopted a Climate Change strategy in May. We aim for the County Council itself to be seen as a model of good practice in environmental sustainability and to demonstrate this through the achievement of the ISO14001 environmental standard for the authority. The disposal/processing of waste is a bigger issue than our aim to minimise household waste and increase rates of recycling and composting, and the recently adopted Warwickshire Waste Strategy, charts the way forward.

Key targets	2006/7 County	2006/7 Stratford
% Change in tonnage of household waste sent to landfill (CHI)	0	0
% Change in the number of kilograms of household waste collected per head of population – New Target	0	0

WCC Priority	Key Local Actions	Date or Target
Improve WCC's environmental performance by implementation of the corporate ISO 14001 action programme	Co-ordinate the environmental performance of the County Council's activities through the phased roll-out of the ISO14001 environmental management system and achieve external certification. <ul style="list-style-type: none"> - Environment and Economy - Performance & Development, Resources, and Community Protection - Children, Young People and Families, and Adult, Health and Community Services 	April 2006 May 2007 March 2008
Agree and implement a Climate Change Strategy for Warwickshire with Warwickshire Strategic Partners	Reporting and review mechanism will be established in 2006. All parties will be invited to contribute to the review process	Agree July 2006 Implementation ongoing
Implement Warwickshire Municipal Waste Management Strategy.	Stockton Recycling Centre It is planned to re-surface the site during the year and carry out a number of minor improvements. This will require the closing of the site for about 6 weeks in the autumn of 2006 Sites for Waste Treatment Facilities Identify suitable sites across the County for waste treatment facilities.	March 2007
Deliver the LPSA waste target	Will be considered in 2007/08	

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

Aspirations
One of the shared priorities between Central and Local Government is 'meeting transport needs more effectively' in particular delivering accessibility, better air quality, tackling congestion and making roads safer. Our Local Transport Plan sets out actions to achieve these objectives. In addition to this, major schemes within the plan, which focus on the maintenance and improvement of Warwickshire's highway network, have to be delivered.

Key targets	2006/7 County	2006/7 Stratford
% users who are satisfied with local bus services – New for 2006/07	No target	No target
Satisfaction score with Road maintenance a) footways & Pavements b) Rural Road Surfaces	No target	No target
% Reduction for all killed/seriously injured casualties compared to the average 2001-04 base.	10%	10%

WCC Priority	Key Local Actions	Date or Target
Implement strategies and programmes identified in the Local Transport Plan (LTP)	Implement Stratford Area LTP programme as agreed by Stratford-on-Avon Area Committee in March 2006.	March 2007
Deliver road maintenance work to improve conditions for pedestrians and other road users.	Area Maintenance Schemes are provided within the Highway Maintenance Plan for each Area which have been presented to Area Committees in May. Surface dressing planned 75.0km Structural maintenance 22.4km Footway construction 47.8km	March 2007

6. Development and Resources

6.1 Refocus the way we deliver services to our customers and effectively manage change

Aspirations

Warwickshire's aspirations are for our services to be designed around customers and their needs. Our aim is seamless service provision for the customer. New ways of working will include improving how services are delivered, with the public and partners, and reshaping the organisation to effectively deliver this change agenda.

Key targets	2006/7 County	2006/7 Stratford
No local targets		

WCC Priority	Local Actions	Date or Target
Develop and implement a corporate access strategy	To be agreed	To be agreed
Develop the Customer Service Centre to maximise the number of public enquiries satisfied in one phone call	No Local Actions	No Local Target

6.2 Improve the public perception of the Council

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

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

WCC Priority	Local Actions	Date or Target
Improve WCC's visibility on the streets and in neighbourhoods of Warwickshire through better signage and more consistent branding	To be agreed	To be agreed
Raise the media profile of the County Council nationally and locally	Raise the profile of the County Council by optimising the opportunities provided by the BBC local radio base located in Stratford Library	Used by other Directorates

6.3 Provide effective community leadership and public engagement through partnership working

Aspirations
In Warwickshire the County Council role of providing the community leadership to take forward the LAA, has been acknowledged by partners. The work to set up the existing Warwickshire Strategic Partnership, and to produce the Warwickshire Strategic Partnership Plan (2005-2008) will form the starting point for the development of Warwickshire's LAA. Key to this is the establishment of an effective partnership so that the resources of relevant agencies can be directed to meeting the needs of local people. In order to support this aspiration the County Council will develop the organisation towards a culture focused on the public and where working in partnership is seen as the key.

Key targets	2006/7 County	2006/7 Stratford
No local targets		

WCC Priority	Local Actions	Date or Target
Develop and implement the Warwickshire Local Area Agreement by March 2007	Develop, with partners, appropriate partnership structures, aligned with the County-wide Local Area Agreement.	March 2007
Continue to strengthen the Council's relationship with the Voluntary and Community Sectors and with town and parish councils	Develop local mechanisms to support the voluntary and community sector's input into the Local Area Agreement	March 2007
	Provide information bulletins to Parish Councils and to the voluntary and community sector.	