

Agenda No 6

AGENDA MANAGEMENT SHEET

Name of Committee	Warwick Area Committee
Date of Committee	21st June 2005
Report Title	Warwick Area Performance 2004-05 and Area Business Plan Milestones 2005-06
Summary	This report outlines performance against actions proposed in the 2004-05 Warwick Area Business Plan and introduces the milestone actions contained in the new Plan for 2005-06.
For further information please contact:	Peter Hunter Area Manager Tel: 01926 736136 Peterhunter@warwickshire.gov.uk
Would the recommended decision be contrary to the Budget and Policy Framework?	No.
Background papers	None

CONSULTATION ALREADY UNDERTAKEN:-

Details to be specified

Other Committees	<input type="checkbox"/>
Local Member(s)	<input checked="" type="checkbox"/> Applies to all members of the Area Committee
Other Elected Members	<input type="checkbox"/>
Cabinet Member	<input type="checkbox"/>
Chief Executive	<input checked="" type="checkbox"/> David Carter, County Solicitor and Assistant Chief Executive
Legal	<input type="checkbox"/>
Finance	<input type="checkbox"/>
Other Chief Officers	<input type="checkbox"/>
District Councils	<input type="checkbox"/>
Health Authority	<input type="checkbox"/>

- Police ☐
- Other Bodies/Individuals ☐

FINAL DECISION Yes

SUGGESTED NEXT STEPS: Details to be specified

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

Warwick Area Committee – 21st June 2005

**Warwick Area Performance 2004-05 and
Area Business Plan Milestones 2005-06**

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

Recommendation

That the Warwick Area Committee:

1. Comments on progress made against milestone targets contained in the 2004-05 Area Business Plan.
2. Endorses actions and milestones contained in the new 2005-06 Area Business Plan.

1. Introduction

- 1.1 The 2004-05 Warwick Area Business Plan was agreed by this Area Committee in September and November of 2004. It contained details of actions and milestone targets proposed for delivery by Warwickshire County Council departments in the Warwick area over a 12-month period. The Plan was based around the six Corporate Objectives of the County Council and sought to illustrate the ways in which the County Council, as a strategic authority, tailored and delivered its services to address local needs. The following report outlines the council's success in delivering those actions.
- 1.2 In previous years the Area Committee has been presented with performance reports that combine information on progress against a) actions and b) performance data. Some Members have expressed the view that this approach has overwhelmed them with information to the extent that they have been unable to assimilate it all. In order to address this, the decision has been taken to focus initially on progress against actions. A report on performance against Corporate Headline Indicators will be presented to the July meeting of this committee.

2. 2004-05 Actions and Performance

- 2.1 **Appendix A** of this report details the various actions that were proposed for this area by departments almost a year ago. Within the

appendix, Members will find an indication of the progress made and, where appropriate, a commentary explaining the current status of that action. To assist you in your interpretation of the appendix the following is a summary of the main achievements:

Headline Achievements in the Warwick Area:

- Outline Planning permission obtained for new secondary SEN school to serve the area on the former Dormer site, Myton Road, Warwick
- New Sure Start programme established in Leamington (Lillington and Kingsway) and Whitnash.
- Fire and Rescue established Area Risk Teams
- Planning work undertaken for the establishment of One Stop Shops with Warwick DC in Kenilworth and Whitnash

3. Performance Summary

- 3.1 Overall performance demonstrates substantial achievement with the majority of proposed actions achieved, with only a limited number of actions delayed.
- 3.2 As previously stated Performance Data will be reported to July Area Committee and any areas of concern or particular achievements within that criteria will be reported for consideration.

4. Warwick Area Business Plan 2005-06

- 4.1 As well as reflecting on last year's performance, it is important to give regard to what the County Council will be doing in the Warwick area in this financial year. The work of the County Council is largely governed by its six corporate objectives and by the Corporate Business Plan.
- 4.2 The 2005-06 Warwick Area Business Plan takes those guiding principles and applies them to the local dimension through the identification of local needs and issues and sets out actions to be undertaken by departments to address these issues. Attached at **Appendix B** is a copy of this part of the Plan for 2005-06, which has been drafted for Members comments.

DAVID CARTER
County Solicitor and Assistant
Chief Executive

Shire Hall
Warwick
18 May 200

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

Contents

- 1. Introduction**
- 2. Links to other plans**
- 3. The Process Leading to the Creation of the Area Business Plans**
- 4. The Area Business Plan**

1. Introduction

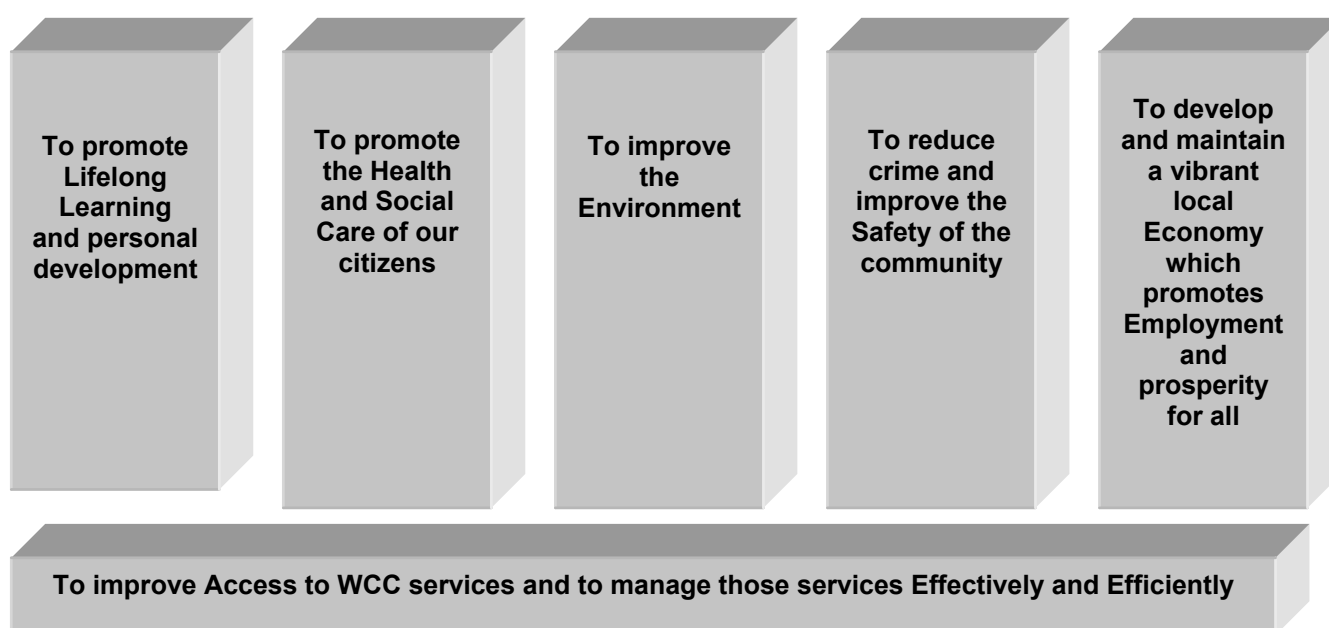
Welcome to the sixth Warwick Area Business Plan. The principal objective of this plan is to show the reader the way in which the County Council, acting in its role as *the* strategic local authority for Warwickshire, strives to ensure that the services it provides are the most appropriate and that they accurately match the varying social, environmental and economic conditions that are to be found across the county.

Five plans have been prepared across Warwickshire. As well as the plan for Warwick, there are plans that cover North Warwickshire, Rugby, Nuneaton and Bedworth, and Stratford-on-Avon. All of the plans use the County Council's Corporate Business Plan 2005/2008 as their basis and the reader will observe that the local activities of the council reflect the broader corporative objectives of the council.

Warwickshire County Council has a clear vision for the future. This is that we will be:

1. Recognised as a community leader – by and for Warwickshire people
2. A five-star, "excellent" council
3. An organisation which focuses on the citizens of Warwickshire, achieving the highest standards of service delivery for them.

With that vision in mind, it has five corporate objectives. These identify the long-term aspirations of the organisation in support of this vision. There is also a sixth, underlying corporate objective that seeks to develop our corporate strength and underpins the successful delivery of the five customer-facing objectives. This sixth objective is essentially intended to operate at the corporate or county-wide level and although some of the actions developed to meet it do have a local or area dimension the majority do not. This will be seen later in this document. These aspirations for the County Council sit beneath our overall duty of community leadership, promoting the well-being of the people of Warwickshire. Alongside these objectives the County Council also has to fulfil a large number of statutory duties. The objectives can be shown thus,

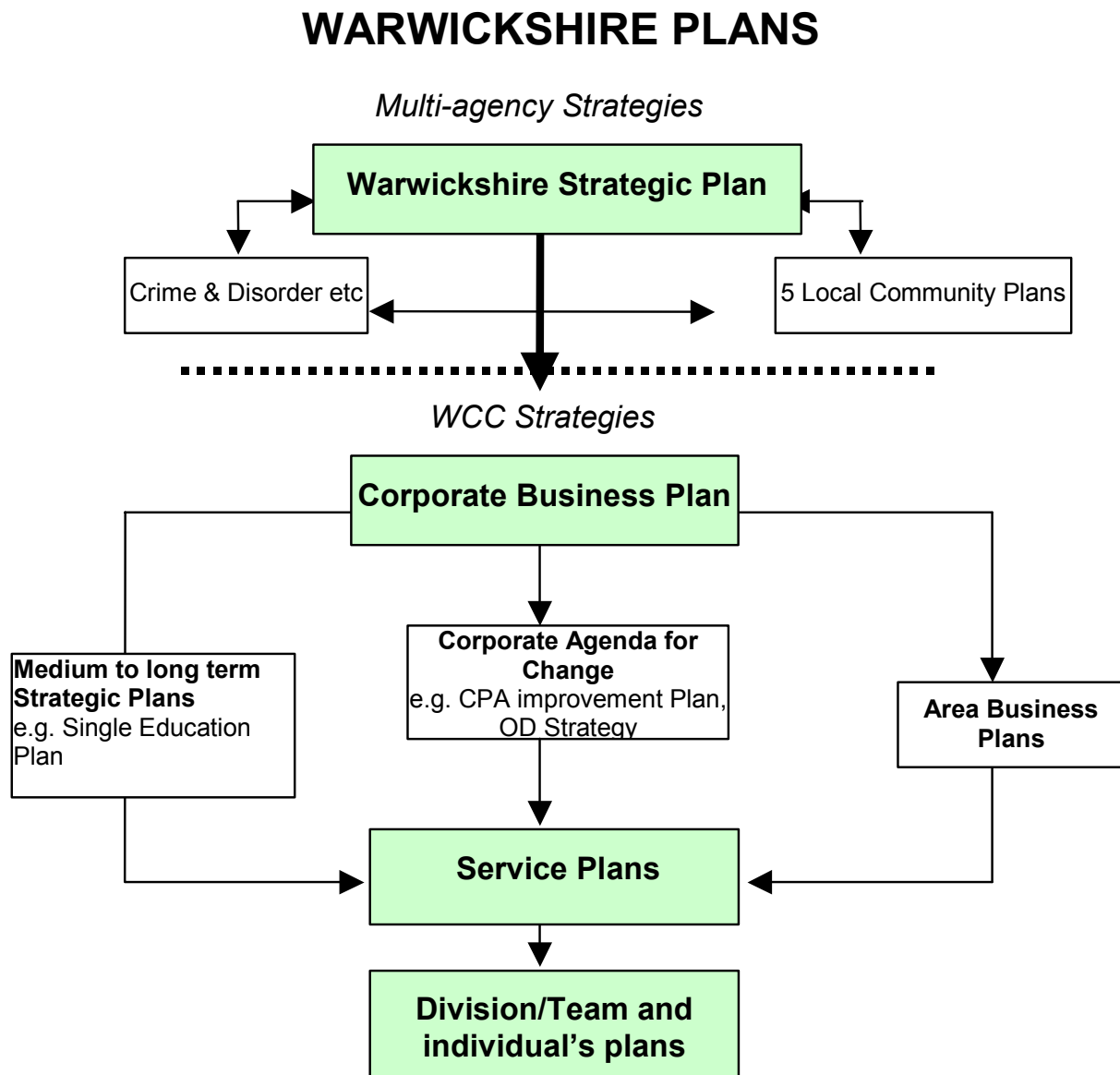


In working towards these aims the County Council is committed to four underlying principles.

- *We aim to achieve improvement for all but with the fastest improvement for the most deprived*
- *We aim to ensure equality of opportunity for all*
- *We aim to be a customer focused organisation*
- *We aim for sustainability, by taking into account the needs of future generations in our planning*

2. Links to Other Plans

As commented on above, this and the other four Warwickshire County Council Area Business Plans are an integral part of our planning framework. It will be seen from the diagram below that they sit underneath both the County Strategic Plan and the Corporate Business Plan. This should not be interpreted as being indicative of a lower status or importance. Instead, the reader should consider how the Area Business Plans ensure that the “high-level” aspirations of the Council are met and applied at the local level.



3. The Process Leading to the Creation of the Area Business Plans

In some ways this and the other Area Business Plans can be seen as the critical link between the strategic dimension (as embodied in the Corporate Business Plan) and the delivery of services to our customers. A departmental service plan will inform on what services are to be provided but an Area Business Plan enables an elected Member, resident or employer to appreciate how those services will impact on their locality. Ordinarily Area Business Plans are agreed in May of each year. This is because,

- a. It is possible to incorporate year-end data into them and
- b. It is necessary to await the outcome of discussions concerning medium and short-term priorities around the Corporate Business Plan (CBP).

The process to identify these medium and short-term priorities for the CBP begins in the summer/autumn of each year. Services consider the key drivers, which will influence the shape of services to be provided over the next three years, and this leads to the proposal of key priorities for the organisation, alongside the identification of more detailed priorities relevant to the service. At the same time these considerations will inform budget proposals where needed. Medium term priorities and service objectives to deliver them are presented to Council as a draft Corporate Business Plan, in December. The priorities agreed form a basis for the development of the Budget. The final version of the CBP is published at the end of March after which it is possible to firm up the contents of the Area Business Plans.

For this year 2005/2006, the County Council election in May has meant that consideration by Members of the draft Area Business Plans has been postponed to June.

This year there is one major departure from previously. For 2005/2006 the performance **data** based upon the Corporate Headline Indicators has been separated off from the main body of the Area Business Plans. The performance data for the previous year and the new year targets will be presented later in the year. This has been done for two reasons.

1. Members have previously commented that the amount of information being presented to them was overwhelming making assimilation of it difficult.
2. By presenting the data at a later date it is possible to ensure that as much year end information as possible is available.

4. The Area Business Plan

The following pages contain a series of tables based upon the corporate objectives. For each one, departments have stated what they will be doing locally over the next year to meet those objectives. The plan illustrates the interrelationship of the work of various departments and provides the reader with a clear indication of how services are tailored to meet local needs.

**WARWICK AREA
PERFORMANCE
2004/2005**

**End of Year Report
May 2005**

<p>Medium Term Priority Outcome</p> <p>Raise standards of achievement for learners, particularly in schools: focussing on the quality of teaching and learning, curriculum enrichment, support for gifted and talented learners and the capital infrastructure..</p>	<p>Portfolio Holder: Schools</p> <p>Overview & Scrutiny Committee: Learning</p>			
<p>Local Actions Indicated for 2004/5</p>	<p>In which Service Plan?</p>	<p>Local Milestone or PI target for 2004/5 (this will be a measure of the outcome expected from this Action.</p>	<p>Status</p>	<p>Progress</p>
<p>Raise standards through school intervention and implementation of national strategies.</p>	<p>Single Education Plan</p>	<p>See Section 11 Performance Targets</p>		

Promote Lifelong Learning and Personal Development

<p>Give educational establishments the confidence to raise standards through excellent provision of a dynamic, relevant, rich and forward-thinking curriculum. In particular</p> <ul style="list-style-type: none"> • Raise standards (cross-phase and for all educational establishments) • Curriculum enrichment (all educational establishments) 	<p>Single Education Plan</p>	<p>Area-based training for primary teachers in drama and dance resulting in work in schools relating to the wider curriculum for presentation at summer festivals. Aim is to tackle specific themes in individual school development plans. Training complete by March 2005, festivals held June 2005</p>	<p>GREEN</p>	<ul style="list-style-type: none"> ▪ Secondary Drama and Dance Festivals at Playbox Theatre. ▪ Partnerships established with Playbox Theatre for two oncoming county-wide projects. ▪ Primary Dance Festival based on the earlier training, also at Playbox Theatre. ▪ Primary Dance Festival at Warwick Bridge House Theatre as completion of the year's work 2004-05. ▪ Gifted and Talented Dance began at Campion for this area first – to be extended area by area in 2005-06. ▪ Research and Development work in two schools for Creative Hub. ▪ The Theatre-in Education touring group is in rehearsal (Trinity and Campion). ▪ Trinity provided young people for a national creativity/spirituality conference. ▪ Performance by Arts Zone groups at the Spa Centre ICSS festival.
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<p>Medium Term Priority Outcome Raise standards of achievement for learners, particularly in schools: focussing on the quality of teaching and learning, curriculum enrichment, support for gifted and talented learners and the capital infrastructure..</p>	<p>Portfolio Holder: Schools</p> <p>Overview & Scrutiny Committee: Learning</p>			
Actions Indicated for 2004/5	In which Service Plan?	Local Milestone or PI target for 2004/5 (this will be a measure of the outcome expected from this Action) .	Status	Progress
<p>Support educational establishments to reach targets for gifted and talented learners.</p>	<p>Single Education Plan Single Education Plan</p>	<p>Guidance produced on the role of 'gifted and talented' coordinators in schools by 31 March 2005</p>	<p></p>	<ul style="list-style-type: none"> ▪ These have been well received and well used in a number of schools. • This was a very successful Summer 2004 Summer School.
<p>Improve and maintain the capital infrastructure of educational establishments, assets and accommodation.</p> <p><i>See also the joint action with Property Services under the Priority for securing better value from resources, in the final section.</i></p>		<p>Growth in the Capital Programme commensurate with the Treasury allocation when it has been determined</p>	<p>GREEN</p>	<p>Outline planning permission has been obtained for new Secondary SEN school to serve the Central Area on the former Dormer site, Myton Road, Warwick.</p>

Promote Lifelong Learning and Personal Development

Medium Term Priority Outcome Counteract the effects of deprivation and disadvantage on standards; and generally, increase participation in learning through development of community learning.	Portfolio Holder: Schools; Young People; Lifelong Learning & Families Overview & Scrutiny Committee: Learning			
Actions Indicated for 2004/5	In which Service Plan?	Local Milestone or PI target for 2004/5 (this will be a measure of the outcome expected from this Action) .	Status	Progress
Implement and Develop Community Learning Plans with agreed actions arising from locally determined priorities	Single Education Plan	Launch and implement Warwick Area Community Learning Plan for 2004/5	GREEN	Plan approved by Area Committee
Develop universal early Years education for all 3 year olds	Single Education Plan	Full early years educational provision available for all 3 year olds by March 2005	GREEN	New Sure Start Local Programme is established in Leamington based on 3 sites at Whitnash, Lillington and Kingsway.
Targeted youth work programmes to support the transition of young people from childhood to adulthood, particularly helping those who are disabled, non-attenders at school, drug users or offending.	Single Education Plan	Level of reach into the resident 13-19 population to be 20% by March 2005.Regular participation 10% of resident 13 – 19 youth population by March 2005 40% of participants in youth work to have a recorded outcome by March 2005 10% of participants in youth work gaining an accredited outcome by March 2005Three year action plan for 2003 – 2006 in place	GREEN	Targets being met – details of number of contacts and details of outcomes contained in local youth work plan.

Promote Lifelong Learning and Personal Development

Medium Term Priority Outcome Promote the access and inclusion of all learners, whilst taking positive action to meet the needs, and accelerate the progress and achievements of our most disadvantaged learners.	Portfolio Holder: Young People; Lifelong Learning and Families, Schools Overview & Scrutiny Committee: Learning; Employment & Inclusion			
Actions Indicated for 2004/5	In which Service Plan?	Local Milestone or PI target for 2004/5 (this will be a measure of the outcome expected from this Action) .	Status	Progress
Undertake diversity and specialist projects such as extended schools and the further development of coherent services for learners.	Single Education Plan	There are currently four full-service, early years based, extended school projects running. By March 2005, there will be four more running.	AMBER	This original target is no longer relevant as there has been further clarification on the different elements of the extended schools agenda since March 2004. Cabinet approved the process for becoming an extended school in July 2004 and one secondary school was endorsed as an extended school in November 2004. There has been good progress since March 2005 with four schools undertaking the process of becoming an extended school with others interested. <i>See SEP Activity 115</i>

Medium Term Priority Outcome Refocus the delivery of older people's services through strategic partnerships to maximise independence, social inclusion, and a better quality of life.	Portfolio Holder Overview & Scrutiny Committee			
Actions Indicated for 2004/5	In which Service Plan?	Local Milestone or PI target for 2004/5 (this will be a measure of the outcome expected from this Action)	Status	Target
<p>Invest to further reduce delayed discharges from hospital, by avoided charges under the new Community Care Delayed Discharges Bill.</p> <p>Manage the commissioning of home care and other community support services in order to help more older people to live at home.</p>	Social Services	<p>Quarterly monitoring takes place of the use of reimbursement process and grant to determine how effectively delays are reduced through the investment in additional capacity to meet target for PAF d41. Target reviewed by March 2005.</p> <p>Retendering of home care services by March 2005.</p>	AMBER	<p>Discussions are progress in with independent sector providers who are prepared to extend available residential, EMI and nursing provision at WCC rates.</p> <p>Section 31 Health Act Flexibilities have been used in respect of pooled budget arrangements for the Integrated Community Equipment Service which has been tendered with the new countywide service expected to commence early in 2005</p> <p>Specialist dementia domiciliary care contract tendered and will commence 2005/06</p> <p>Fast Response service to assist both social care and the intermediate care team to prevent avoidable admissions to hospital in place and evaluated</p>

Promote the Health and Social Care of our Citizens

Increase the capacity of service provision, whether residential, day-care or domiciliary and align services to give older people more choice	Social Services	Further development of intermediate care, transition and assessment beds detailed in team and unit plans by July 2004, including targets for increases in intermediate care beds and non residential facilities.		
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Medium Term Priority Outcome Improve the County Council's leadership role in environmental improvement and sustainability	Portfolio Holder Overview & Scrutiny Committee			
Actions Indicated for 2004/5	In which Service Plan?	Local Milestone or PI target for 2004/5 (this will be a measure of the outcome expected from this Action) .	Status	Progress
Improve the County Council's own environmental performance in particular in relation to management of waste, reducing carbon emissions across WCC properties and greener travel, to become a model of good practice.	PTES	To extend the corporate recycling scheme to 30 extra WCC premises	GREEN	The recycling scheme will continue, although this was set up as part of a 15 month pilot project which has now come to an end – hence monitoring of percentage recycled will not continue

Medium Term Priority Outcome Promote a sustainable pattern of land use that meets the needs of the community, without reducing the assets of our natural and built environment.	Portfolio Holder Overview & Scrutiny Committee			
Actions Indicated for 2004/5	In which Service Plan?	Local Milestone or PI target for 2004/5 (this will be a measure of the outcome expected from this Action).	Status	Progress
Take appropriate actions in response to Government decisions regarding Airport locations.	PTES	Engage with Birmingham International Airport Ltd to secure member and officer liaison arrangements by December 2004, to cover airport expansion.	<div>GREEN</div>	White - BIA Limited is committed to engage WCC in process of consultation and liaison arrangements when they are launched. This action has been deferred due to Birmingham Airport delays with consultation and the key date has moved to December 2005. This action is included within the 2005/06 Departmental Service Plan.

Medium Term Priority Outcome Reduce the risk, incidence and effects from fire and non-fire emergencies.	Portfolio Holder			
	Overview & Scrutiny Committee			
Actions Indicated for 2004/5	In which Service Plan?	Local Milestone or PI target for 2004/5 (this will be a measure of the outcome expected from this Action).	Status	Progress
Implement the 2004/5 action plan of the Integrated Risk Management Plan for Warwickshire, by setting up Area Risk Teams, which will provide a better balance between local intervention and prevention	F&R	Programme of community safety sessions developed by 1 April 2004 and delivered to 50 libraries by 31 March 2005. Provision of community information on mobile libraries 30th September 2004.	GREEN	Programme delivered to timetable.
Implement the 2004/5 action plan of the Integrated Risk Management Plan for Warwickshire, by setting up Area Risk Teams, which will provide a better balance between local intervention and prevention	F&R	Area Risk Teams established and working by July 2004	GREEN	Area Risk Team established

To reduce crime and improve the safety of the community

<p>Increase access to community fire safety education, advice and guidance</p>		<p>A policy that targets high-risk groups within Warwickshire developed by June 2004. To undertake 1670 home fire safety checks each year, 70 of which will be for deaf people. .</p> <p>100% primary schools, 75% secondary schools, 50% pre school establishments, 100% Young Firefighters and Firebreak students have access to education, advice and guidance by 31 march 2005.</p> <p>Links are established with Sure Start Groups by 31 March 2005</p> <p>Position of Arson Reduction Officer formalised by June 2004 Reduction in the rate of increase in the total number of deliberate vehicle fires.</p>		
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Improve Access to our Services and Manage these Services Effectively and Efficiently

This corporate objective underpins our capacity to deliver the first five objectives. It addresses the way in which the County Council manages the Organisation and its infrastructure, (comprising its staff, resources and the opportunities for harnessing the common interests of stakeholders, including central government) to achieve the other five corporate objectives.

Many priority outcomes in this section relate to the improved effectiveness and efficiency of the whole organisation and therefore have an internal focus, in contrast to the first five sections. In addition, and as discussed previously, many do not lend themselves to consideration at the area level.

Nevertheless, this objective is included and where appropriate local outputs are included.

Actions and Targets for 2004/5

Medium Term Priority Outcome Develop and implement an Access Strategy for public use of WCC Services, including achievement of the Council's e-Government targets.	Portfolio Holder: Resources Management, Public Information & Safety Overview & Scrutiny Committee: Corporate Services, Learning			
Local Actions Indicated for 2004/5	In which Service Plan?	Local Milestone or PI target for 2004/5 (this will be a measure of the outcome expected from this Action) .	Status	Progress
Develop the Contact Centre service based on shared use of technology procured and operated by the Warwickshire Online Partnership.	LHTS&CAMS	Work with partners to provide a joint customer relationship management system. With Warwick District by 30 November 2004, and with all partners by 31 March 2005.		

Improve Access to our Services and Manage these Services Effectively and Efficiently

Explore opportunities for joint development/shared service delivery as part of the Warwickshire On-Line Partnership.	LHTS	Work with partners collaboratively to simplify access between services. With Warwick District by 30 November 2004, and with all partners by 31 March 2005.	GREEN	The first One Stop Shop is scheduled to open in Kenilworth Library in September 2005. A second one is due to be opened in Whitnash Library in February/March 2006.
Explore the feasibility of One-Stop Shops within Warwick District.	LHTS	Produce a business plan by 30 th June 2004. Establish model and plan delivery by 31 December 2004	GREEN	Project progressing to Timetable

Improve Access to our Services and Manage these Services Effectively and Efficiently

Medium Term Priority Outcome Raise the public perception of the Council through improving communication, engaging with local citizens and making the most effective use of resources	Portfolio Holder Overview & Scrutiny Committee			
Local Actions Indicated for 2004/5	In which Service Plan?	Local Milestone or PI target for 2004/5 (this will be a measure of the outcome expected from this Action) .	Status	Progress
Continue to promote effective communications with the community	Chief Exec's	Five Community capacity building exercises to have taken place in each area by March 2005.	GREEN	Capacity building exercises undertaken in Sydenham, Warwick-Forbes estate and Packmores estate, local disability forum established, 'Help a mate' family learning initiative launched.

Improve Access to our Services and Manage these Services Effectively and Efficiently

Medium Term Priority Outcome Secure better value from resources and assets and implement a corporate strategy for procurement.	Portfolio Holder Overview & Scrutiny Committee			
Local Actions Indicated for 2004/5	In which Service Plan?	Local Milestone or PI target for 2004/5 (this will be a measure of the outcome expected from this Action) .	Status	Progress
Improve public access to Council buildings and other public buildings and invest in DDA works.	Property Services	Undertake adaptations to buildings to the value of £1million by March 2005.	GREEN	Work undertaken to schedule
Develop a programme of improvement in response to “Building Schools for the Future”	Single Education Plan	Undertake adaptations to buildings to the value of £1million by March 2005.	GREEN	Work undertaken to schedule

**WARWICK AREA
BUSINESS PLAN MILESTONES
2005/2006**

May 2005

KEY ISSUES FOR WARWICK

- Assessing the implications for Warwick of the Children Act 2004 and the co-ordination of Education, Health and Social Care agendas.
- Exploring the opportunities and challenges presented by the national Extended Schools strategy for Warwick schools.
- Extending the Sure Start Children's Centre initiative beyond Kingsway and into other priority communities in the area.
- Maximising the potential benefit from the 'commonwealth' of secondary schools, the college and other educational providers to ensure the broadest range of provision of 14-19 in Warwick.
- Completing the building extension to Trinity Catholic Technology College on the Bishop Bright Site.
- Managing the provision of Primary school places in the context of falling school rolls across the District.
- Planning to meet the additional demand for school places in places of new build such as the Warwick Gates site.
- Continuing to strive for excellence in schools and the improvement in standards of pupil attainment in all Warwick schools.
- Intervening to address weaknesses in school performance in a small number of identified Warwick schools.
- Actively promoting the Race Equality agenda in Warwick Area by provision of multicultural and multilingual learning opportunities.
- Establishing the separate identities of the new Adult and Community Learning service and Youth and community service locally.
- Supporting inter-agency working in Warwick Area to identify and address learning needs of young people and adults.
- Further developing the role of the Warwick Area Community Learning Partnership as the main vehicle for bringing coherence to the provision of learning opportunities for the people of the area.
- Considering the development of phase specific Special School provision in the Central Area.

<p>Medium Term Priority Outcome</p> <p>Raise standards of achievement for learners particularly in schools: focusing on the quality of teaching and learning, curriculum enrichment, support for gifted and talented learners and the infrastructure.</p>	<p>Portfolio Holder: Schools</p> <p>Overview & Scrutiny Committee: Learning</p>	
<p>Actions Indicated for 2005/6</p>	<p>Service Plan</p>	<p>Area Milestone or PI target for 2005/6</p>
<p><i>Focus on improving the quality of teaching and learning county-wide through:</i></p>		
<p>1. Implementation of national strategies for numeracy and literacy in:</p> <p>1.1. Primary education</p> <p>1.2. Secondary education</p>	<p>Single Education Plan</p>	<p>All Secondary schools to receive adviser support to implement Secondary National Strategy. Level of support matched to need. Each school supported in chosen Whole School Project.</p>
<p>2. Direct intervention for schools identified by OFSTED as needing help</p>	<p>Single Education Plan</p>	<p>Detailed programme of support (from across the LEA) and monitoring.</p>
<p>3. Support towards reaching targets for gifted and talented learners.</p>	<p>Single Education Plan</p>	<ul style="list-style-type: none"> ▪ Gifted and Talented summer school, Aylesford 'The Egyptians'. ▪ Gifted and Talented Summer School, North Leamington 'Jazz School'. July/August 05 ▪ Gifted and Talented Summer School, Southam College. July/August 05 ▪ For Year 6, 7, and 8, 'Local History Project'. <p>'Cast Away' Science Day, Year 9 pupils monitoring 4 central area secondary schools. Summer Term 05</p>

Promote Lifelong Learning and Personal Development

4. Increase the numbers of young people staying on in education and completing full or part-time courses in post statutory education in schools and FE colleges. (relates to LPSA2 target and Warwickshire Strategic Plan aim)	Single Education Plan	<ul style="list-style-type: none"> Provide a programme of activities that facilitate and support progression to post 16 courses (eg ACE, Aimhigher and VocACE). Provide a programme of flexible, work-related learning opportunities pre 16 which offer national accreditation and progression to FE. <p>Develop a programme of area based collaborative provision to meet the needs of learners more effectively; ensure that a range of appropriate provision and progression routes are accessible to all learners in each area.</p>
5. Make best use of buildings and other assets.	Single Education Plan	Construction to begin on new SEN secondary school for the Central Area on the former Dormer site, Myton Road, Warwick (no completion date yet available)

Medium Term Priority Outcome	Portfolio Holder: Schools; Young People; Lifelong Learning & Families	
Develop Community Learning Plans to counteract the effects of deprivation and disadvantage on standards; and generally, increase participation in learning.	Overview & Scrutiny: Committee: Learning	
Actions Indicated for 2005/6	Service Plan	Area Milestone or PI target for 2005/6
6. Continue development of universal early years and childcare entitlements for all Warwickshire families through work on: 6.1 Sure Start, Early Years, Childcare and Children's Centres as part of the Children Act. (relates to LPSA2 target and Warwickshire Strategic Plan aim)	Single Education Plan	Plan published for Phase 2 of establishment Children's Centre roll out in Central area including developments at Park Hill in Kenilworth, Warwick area and rural areas around Leek Wootton, Willes and Clarendon.
6.2 Develop "Bookstart" to promote books and reading to the under 3s.	LHTS	Staff training on expansion of Bookstart, marketing of all activities for under 3's under Bookstart Umbrella. Expand outreach to groups in community with under 3's, promoting libraries, book sharing, Bounce and Rhyme times, particularly to: teenage parents, ethnic groups and children with special needs.

Promote Lifelong Learning and Personal Development

7. Target youth work programmes to support the transition from childhood to adulthood, particularly for young people who are disabled, non-attenders at school, drug users or offending	Single Education Plan	
8. Continue the implementation of the actions and initiatives in the Museum Strategic Plan.	LHTS	<p>Improve utilisation of Museum services within Warwick area (site based, mobile and electronic),</p> <ul style="list-style-type: none"> • 55 school visits to St John's Museum/Heritage Education from Warwick area during 2005-6 • 4 On the Road exhibitions placements at Warwick area venues during 2005-6 • 5 support and development visits by Community Museums Officer to heritage groups in the Warwick area
9. Promote consumer education through the implementation of the "Talkingshop" package, national project developed in Warwickshire; and text messaging service for young people.	LHTS	<p>Text messaging – County Wide</p> <p>Promote "talkingshop" to all the secondary schools in the Warwick area. 5 Schools by March 2006</p>
10. Start to implement the 10 year vision "Building for the Future" arising from the Best Value Review of Libraries.	LHTS	<p>Review of sites, services, staff competencies, ICT provision and development of Marketing strategy to commence. Incremental progress to be identified. March 2006</p>
11. Work with partners to secure funding to enhance Library and Heritage buildings and improve the range and quality of services delivered.	LHTS	<p>Improvements to presentation of library facilities to be made in line with the retail initiative. March 2006</p>

Medium Term Priority Outcome Promote the access and inclusion of all learners, whilst taking positive action to meet the needs, and accelerate the progress and achievements of our most disadvantaged learners.	Portfolio Holder: Young People; Lifelong Learning and Families, Schools Overview & Scrutiny Committee: Learning; Employment & Inclusion	
Actions Indicated for 2005/6	Service Plan	Area Milestone or PI target for 2005/6
12. Remove barriers to achievement through improving inclusive practices in schools and LEA policies.	Single Education Plan	<ul style="list-style-type: none"> ▪ Autism CD Rom – Support meeting needs. ▪ Strengthened ECOS provision. <ul style="list-style-type: none"> - Out of school pupils. - Teenage pupils. ▪ All pregnant teenagers and mums linked into education. ▪ All Looked After children have PSP. ▪ Improved completion rate of statements. PAYP introduce Literacy transition project – improve Literacy and attendance.
13. Improve behaviour in schools.	Single Education Plan	<ul style="list-style-type: none"> ▪ LABSS subscriptions increased. Behaviour Review consultation.
14. Improve education of vulnerable children	Single Education Plan	<ul style="list-style-type: none"> ▪ Pupil Reintegration Unit to work with Youth Offending Team, Youth and Community Service and schools to re-engage non-attending pupils. ▪ All pregnant teenagers and teenage mums linked into education. ▪ All Looked After children to have personal education plans.
15. Fulfil statutory responsibilities in relation to Equalities.	Single Education Plan	<ul style="list-style-type: none"> ▪ All Warwick Schools have assured Race Equality Policies in place.
16. Undertake diversity and specialist projects such as extended schools and the further development of coherent services for learners	Single Education Plan	<ul style="list-style-type: none"> ▪ Establish at least one extended school in the Warwick area. ▪ Development of a Warwick extended school cluster.

KEY ISSUES FOR WARWICK The key issues for Adult social care are

- Developing care home capacity to provide more places for older people
- Modernising home care services by developing specialist services for older people with dementia, those discharged from hospital and people needing social reablement. We are also tendering for a home care maintenance service to enable people to continue to live at home.
- Modernising Day Services for people with learning disabilities and people with physical disabilities
- Refocusing of Day services for mental health service users to provide activities to assist users to access employment, leisure and education under the "Road to Recovery Model " of care.
- Developing more robust consultation arrangements for informal Carers
- Commissioning emergency overnight services for Carers.
- Monitoring of new social services/health integrated equipment service.
- Progressing with a major review of voluntary sector contracts and agreements

Medium Term Priority Outcome Promote a better quality of life, independence and social inclusion for older people, refocusing the delivery of older people's services through strategic partnerships.			Portfolio Holder: Adult Services	
Actions Indicated for 2005/6			Overview & Scrutiny Committee: Social Care and Welfare	
			Service Plan	Area Milestone or PI target for 2005/6
17. Begin implementing actions arising from the Best Value Review of Older People's Services.			Social Services	No relevant local action yet determined, action plan currently being agreed corporately
18. Avoid charges levied under the Community Care Delayed Discharges Act and invest savings to further reduce delayed discharges from hospital			Social Services	Weekly monitoring of delayed transfers of care at Warwick Hospital and for South Warwickshire PCT. Establish enhanced system for monitoring reimbursable delayed transfers of care at South Warwickshire hospital.
19. Continue to modernise our home care and other community support services to help older people to live at home, and to improve the quality of domiciliary services.			Social Services	County wide tender for home care maintenance service. Tender to be awarded by March 2006 Implementation of specialist dementia home care home. June 05 Development of specialist hospital discharge home care service. March 06 Develop and implement action plan from Phase 1 of Community and Voluntary Sector Audit. Action plan to Cabinet June 05

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20. Increase the capacity of residential, day-care or domiciliary services and align to give older people more choice.	Social Services	Tender of further land development initiative, in partnership with PCT to provide additional residential and nursing home capacity in Warwick area. Tender process 05/06
21. Consolidate the new Integrated Community Equipment Service and improve the efficiency and effectiveness of the service.	Social Services	Undertake and report performance monitoring county wide. Quarterly

Medium Term Priority Outcome Develop and implement services designed to meet the requirements of the Children Act	Portfolio Holder: Young People, Lifelong Learning & Families; Schools; Supporting Communities Overview & Scrutiny Committee: Learning; Employment & Inclusion; Social Care & Welfare	
Actions Indicated for 2005/6	Service Plan	Area Milestone or PI target for 2005/6
22. Develop and implement proposals for children which reflect the common vision for the future of Children's Services in Warwickshire.	Social Services	Contribute to the needs analysis undertaken by the Children Act Project Team workstream on planning and commissioning. Target Date Summer 2005
23. Implement the Best Value review recommendations for children with disabilities	Social Services	Regular progress reports on the action plan presented to the Children's Strategic Partnership Board. Target date: March 2006
24. Develop a better range of services for children and families, in particular enhancing preventative services	Social Services	Development and evaluation of the family group conferencing service. Target date: March 2006

Medium Term Priority Outcome Reduce Health Inequalities across the County through targeting the most disadvantaged.	Portfolio Holder: Supporting Communities Overview & Scrutiny Committee: Social Care and Welfare, Employment and Inclusion	
Actions Indicated for 2005/6	Service Plan	Area Milestone or PI target for 2005/6
25. Increase in the number of schools working towards a Warwickshire Health Promotion Schools Scheme accreditation.	Single Education Plan	<ul style="list-style-type: none"> ▪ Increase in recruitment of WHPSS in Warwick by at least 3. ▪ Increase in accredited WHPSS in Warwick by 7.
26. Carry out enforcement action on underage purchasing of cigarettes and alcohol.	LHTS	County wide
27. Monitor progress on the health related LPSA2 activity and its effectiveness.	Social Services	
28. Develop the County Council to be a model of good practice as an employer developing and supporting a healthy workforce.	Chief Executive's Social Services	
29. Increase opportunities for countryside recreation, including the use of Country Parks and public rights of way.	PTES	Host first Warwickshire Walking Festival

Promote the Health & Social Care of our Citizens

30. Promote healthy eating through evaluating salt & fat content of meals for vulnerable people & children.	LHTS	Cyril the seal primary school resource Available to all 20 primary and junior schools in Warwick area by March 2006
31. Implement the recommendations from the Health O & S on Smoking and Tobacco Control, with an emphasis on promoting smoke free environments.	Social Services	
32. Smoke alarm and fire safety advice: <div style="margin-left: 40px;"> a. Increase smoke alarm ownership (focus on disadvantaged groups) b. Increase access to community fire safety education, advice and guidance (focus on disadvantaged groups) </div>	Fire & Rescue	
33. Enhance the environment of our towns and streets to benefit the health, safety, social and economic vitality of our communities (LPSA2)	PTES	

KEY ISSUES FOR WARWICK

Medium Term Priority Outcome	Portfolio Holder: Transport, Environment and Rural Affairs	
Promote and implement transport policies and targets, which balance the needs of people, businesses and the environment	Overview & Scrutiny Committee: Environment and Rural Affairs	
Actions Indicated for 2005/6	Service Plan	Area Milestone or PI target for 2005/6
34. Progress the major schemes identified in the Local Transport Plan.	PTES	Barford Bypass - Start construction. Submit Local Transport Plan major transport scheme bid for improving public transport in Warwick and Leamington Spa by 31 July 2005
35. Continue the programme to take parking enforcement into local authority control.	PTES	De-criminalise parking enforcement implemented in Warwick 2006/07

Medium Term Priority Outcome	Portfolio Holder: Transport, Environment and Rural Affairs	
Minimise household waste and increase rates of recycling and composting.	Overview & Scrutiny Committee: Environment and Rural Affairs	
Actions Indicated for 2005/6	Service Plan	Area Milestone or PI target for 2005/6
36. Implement actions to achieve recycling targets (LPSA2)	PTES	Overall recycling target of 28% to be achieved by end of March 2008. Targets to achieve during 2005/6: Tender of capital items for kerbside schemes by October 2005 Garden green waste service starts in three Borough/ Districts by April 2006. Carry out an education programme to 10,000 homes within the authority

<p>Medium Term Priority Outcome</p> <p>Promote a sustainable pattern of land use balances community needs with environmental protection</p>	<p>Portfolio Holder: Regeneration and Planning, Transport, Environment and Rural Affairs</p> <p>Overview & Scrutiny Committee: Environment and Rural Affairs, Employment and Inclusion</p>	
<p>Actions Indicated for 2005/6</p>	<p>Service Plan</p>	<p>Area Milestone or PI target for 2005/6</p>
<p>50. Engage with Birmingham International Airport Ltd to secure member and officer liaison arrangements to cover airport expansion</p>	<p>PTES</p>	<p>Achieve by December 2005</p>
<p>51. Reduce number of car journeys to and from school by pupils by supporting 32 schools across the county in the development of School Travel Plans</p>	<p>PTES</p>	<p>Plans to be approved by the Regional Travel Advisor for the Department of Education and where possible implemented. Support a minimum of 6 schools in preparing School Travel Plans</p>

KEY ISSUES FOR WARWICK

MediumTerm Priority Outcome Reduce crime and the fear of crime through implementing the Council's Crime and Disorder Strategy	Portfolio Holder: Public Information and Safety Overview & Scrutiny Committee: Crime and Safety	
	Actions Indicated for 2005/6	Service Plan Area Milestone or PI target for 2005/6
52. Implement a strategy for WCC's contribution to reducing crime and disorder.	Chief Executives	Identify specific actions that WCC departments can make to each crime and disorder priority as set out in the Crime and Disorder and Drugs Misuse Strategy by June 2005.
53. Implement new arrangements for contributing to Crime and Disorder Reduction Partnerships.	Chief Executives	Ensure appropriate attendance at every CRDP meeting and sub group meetings – 100% attendance by March 2006. Ensure appropriate Elected Member representation on CRDP and provide support to that role – June 2005
54. Achieve Section 17 statutory responsibilities - building consideration of crime and disorder issues into mainstream services	Chief Executives	Hold crime and disorder reduction awareness sessions with local Elected Members and local Area Managers – first session to be held by October 2005. Provide regular update reports to Warwick Area Committee – 2 reports by March 2006.

MediumTerm Priority Outcome Reduce the risk, incidence and effects of fire and non-fire emergencies.	Portfolio Holder: Public Information and Safety Overview & Scrutiny Committee: Crime and Safety	
Actions Indicated for 2005/6	Service Plan	Area Milestone or PI target for 2005/6
55. Implement the year 2 IRMP action plan in Warwickshire to continue to reduce the risk to the community.	Fire & Rescue	
56. Contribute to the work of the West Midlands Regional Management Board to deliver against the work areas set out in the Fire and Rescue Service National Framework Document 2005/06.	Fire & Rescue	
57. Increase smoke alarm ownership.	Fire & Rescue	
58. Increase access to community fire safety education, advice and guidance.	Fire & Rescue	

KEY ISSUES FOR WARWICK

MediumTerm Priority Outcome Promote Warwickshire's economy improving the quality of life for the most disadvantaged people	Portfolio Holder: Regeneration and Planning Overview & Scrutiny Committee: Employment and Inclusion	
Actions Indicated for 2005/6	Service Plan	Area Milestone or PI target for 2005/6
66. Target consumer advice, information provision and enforcement to address the needs of the most vulnerable	LHTS	
67. Support the farming and food industry through the changes facing the rural economy	PTES	<ul style="list-style-type: none"> • With partners in the Rural Forum and the Warwickshire Rural Hub hold 6 events to support diversification, market development and competitiveness • Assist partners to secure funding for the Stoneleigh Park Centre for Rural Excellence and commence development of the Rural Innovation Centre
68. Support rural services in villages and small market towns	PTES	<ul style="list-style-type: none"> • With partners and from existing budgets provide advice to 20 village shops/communities

Medium Term Priority Outcome Increase employment opportunities, the employment potential of Warwickshire residents <i>Also strengthen the local economy's competitive edge.</i>		Portfolio Holder: Regeneration and Planning Overview & Scrutiny Committee: Employment and Inclusion	
Actions Indicated for 2005/6		Service Plan	Area Milestone or PI target for 2005/6
69. Secure inward investment to deliver quality jobs		PTES	With partners promote investment in Warwickshire at least 4 national and international events, focusing on the Regeneration Zone, town centres, performance engineering and knowledge based industries.
70. Progress Rugby Business Improvement District (BID) and extend the concept to further Town Centres and to industrial estates.		PTES	BIDS programme may be extended to Warwick/Leamington
71. Support tourism in the sub-region		PTES	<ul style="list-style-type: none"> • With partners develop and agree a sub regional action plan based on the Visitor Economy Strategy • Deliver the first projects including an internet based destination management (booking) system covering Warwickshire
72. Promote informed, confident consumers, and informed, successful businesses.		LHTS	

KEY ISSUES FOR WARWICK

Medium Term Priority Outcome Modernise the way we deliver service to our customers - <i>developing and implementing a customer access strategy</i>	Portfolio Holder: Resources Management, Public Information & Safety Overview & Scrutiny Committee: Corporate Services, Learning	
Actions Indicated for 2005/6	Service Plan	Area Milestone or PI target for 2005/6
73. Implement the pilot one-stop-shop with Warwick District Council	LHTS	Implement a third pilot one stop shop at Lillington with external partners possibly including Education, PCT and WDC. Application to Advantage West Midlands has been made for funding. Plans to be produced and submitted for approval . Included in Area Learning partnership plans

Medium Term Priority Outcome Secure better value from resources and assets, <i>strengthening the corporate approach to procurement, and delivering savings resulting from investment in ICT.</i>	Portfolio Holder: Resources Management Overview & Scrutiny Committee: Corporate Services	
Actions Indicated for 2005/6	Service Plan	Area Milestone or PI target for 2005/6
74. Develop the Corporate Property Strategy to reflect the needs of a modern local authority. (<i>Addresses strategic risk 5</i>)	Property Services	Develop Shire Hall option appraisal including possible refurbishment/improvement scheme. March 2006
75. Improve public access to Council buildings and other public buildings and invest in DDA works.	Property Services	Complete DDA Construction Programme including work in schools, Shire Hall, Barrack Street Offices and Warwick Museums. March 2006