

Warwickshire Local Area Agreement

Draft Dated 8th December 2006

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1 Introduction

All partners in Warwickshire welcome the Local Area Agreement as an opportunity to establish a clear collective agreement with central government on the challenges facing the County and the priorities that we need to focus on together over the next three years.

Effective partnership working is the key to tackling many of the challenges facing the County. Whilst most parts of Warwickshire can properly be seen as being relatively prosperous, there are many residents living in both urban and rural areas who experience significant levels of deprivation. These complex issues cannot be addressed by any one agency working in isolation and demand joined up and focused delivery through partnership.

The LAA seeks to tackle those issues which have the greatest impact on the quality of life of local residents and responds to issues that they themselves have identified as being of real significance to them. These are typically problems, which extend beyond the remit of a single agency and require a multi agency response in order to achieve significant and sustained improvement.

Whilst at this stage of the development of the LAA, many of the Outcomes are expressed in countywide terms all partners are committed to ensuring full local differentiation in relation to the delivery plans that are currently under development. These will be geared towards the main LAA theme of *'Narrowing the Gap between the most disadvantaged people and communities and the rest of the County'*.

The LAA must be seen as a fluid and responsive document. It will be subject to ongoing review and revision in the light of changing circumstances. Partners in the County pride themselves on their capacity to respond effectively to rapidly changing circumstances and all partners involved in the LAA will continue to adopt a dynamic and flexible approach to the forces of change.

Based on key partnership strategies and consultation with local people, 53 outcomes have been identified as a focus for the LAA. Together, they aim to provide an integrated programme focused on the linked and overarching issues of:

Listening to Warwickshire
Narrowing the Gap
Improving Access to Public Services

Sir Brian Follett
Chair of the Warwickshire LAA Steering Group
December 2006

2 The Vision for our LAA – Listening to Warwickshire and Narrowing the Gap

The Vision

The overarching Vision of the LAA is to make a real and lasting difference to the well being of people in the County. This will be achieved by narrowing the gap in achievement and quality of life issues that exists between those communities and groups in the County that are generally prosperous and achieving well, and those that are prevented from doing so through multiple forms of disadvantage.

Whilst this is a clear focus for partner effort, we will all do our best to ensure that the comparative prosperity and good quality of life experienced by most of our residents, also continues to advance.

We will focus much of our effort on responding to the issues raised in the existing community strategies and numerous consultation exercises that have been carried out with our citizens over the recent past when we have been told clearly of the issues that local people collectively regard as being of paramount importance.

Our LAA will be developed in accordance with the principles of sustainable development and aims to enable Warwickshire residents to meet their own needs and enjoy a better quality of life without compromising the quality of life of future generations.

We intend to ensure that the development of the LAA starts off a longer-term continuous process of improvement that will bring greater benefits to Warwickshire people and communities year on year.

We will use the LAA to:

- Narrow the gap affecting vulnerable communities and people
- Focus effort and resources on people, families and communities that require greater levels of support and intervention
- Improve access to public services – particularly for people, families and communities that require greater levels of support
- Work more closely together to provide greater opportunities for citizens to influence decision making on key issues affecting their life chances and quality of life
- Sharpen our partnership relationships by ensuring that there is a strong focus on outcomes, and clear responsibilities and accountabilities backed up by new and appropriate arrangements for governance and performance management
- Have more flexible and effective use of funds
- Bring about more early intervention, prevention and support

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- Build on success and inherent competitive advantage to support the local economy with economic success being a means to maximising well being for all rather than an end in itself
- Use resources efficiently and sensibly and treat the environment responsibly and sensibly. Meet social needs in a way that is fair and which enables local people to participate and influence decisions that affect them

Together we will improve by:

- Agreeing on the needs of vulnerable groups, having a shared commitment to narrowing the gap and focusing joint activity in priority neighbourhoods
- Being driven by equality and diversity considerations - tackling disadvantage and inequality of access affecting both rural and urban communities and also specific groups, for example disabled children, young people and adults and people from ethnic minority and emerging new communities
- Focusing on prevention and early intervention especially in relation to vulnerable groups and people and where necessary rehabilitation and reintegration of the socially excluded
- Developing and applying neighbourhood and locality management approaches to the delivery and evaluation of local services
- Ensuring that the LAA follows sustainable development principles
- Focusing not only on the mandatory blocks of the LAA but also addressing together the key cross cutting issues that are faced by local people and communities
- Gathering and sharing knowledge of the priorities of local people and communities, including developing a common evidence base and sharing consultation, engagement processes and other intelligence
- Sharing the responsibility for solving problems and issues

An LAA built on 6 Blocks

Our LAA is structured around the following functional Blocks:

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

In recognition of the need to ensure an effective focus on the 'Stronger' element of the Safer and Stronger Communities functional block, partners agreed to separate the two elements of the Block with a view to the outcomes and indicators in relation to each being integrated during the latter stages of the development of the LAA. This separation will continue at least until the first annual refresh of the LAA during 2007-8.

The Outcomes included within the LAA

Accordingly, the outcomes for the Warwickshire LAA are chosen because they meet the following criteria:

- The outcome furthers the Vision of 'Listening to Warwickshire, Narrowing the Gap and Improving Access to Services'
- The outcome focuses on those best developed through partnership approaches i.e. considered as areas of activity where the LAA could add value and strengthen the focus of partnership delivery
- There are resources in place to achieve delivery of the outcome

In addition to this, the following criteria may also apply:

- The outcome lends itself to and will benefit from a countywide approach
- The outcome is a priority identified in the Warwickshire Strategic Partnership Plan, district based community plans or otherwise through the district based LSPs
- The outcome addresses the delivery of both national priorities and mandatory outcomes
- The outcome takes account of regional and sub regional strategies

The outcomes within this agreement represent the conclusion of an extensive development process including information, consultation and intelligence gathering undertaken by the partners. To arrive at these outcomes we have drawn on the following:

- Priorities and key actions from the six community plans/strategies developed following significant public consultation
- Ongoing reviews of the community strategies that should in due course mirror the six blocks of the LAA
- Priorities identified by the LAA Theme Groups
- Research and intelligence profiles for Warwickshire. Extensive work has been carried out to interrogate relevant data relating to children and young people, safer communities, stronger communities, healthier communities and older people, economic development and enterprise and climate change and the environment
- Recent consultation exercises including the Public Satisfaction Survey and the Warwickshire Citizens' Panel
- Priorities agreed for Warwickshire's second Local Public Service Agreement – these are now incorporated as reward elements for the LAA
- A number of mandatory outcomes and indicators that the Government requires us to include in the LAA
- Two extensive and well attended Partnership Summits involving over 150 partners including theme groups and the district based LSPs, which shaped the blocks and outcomes of the LAA
- A programme of information briefings and workshops to test opinion and to achieve the maximum 'buy-in' to the LAA

Cross Cutting Themes and Issues

In addition to the structure around six blocks, there is also connectivity between the issues being tackled across the agreement. Activity in each of the blocks will therefore contribute to the outcomes in the other blocks.

6 cross cutting themes have been identified which will impact across the LAA and these will receive focused coordination during delivery.

These issues are:

- Transport & Access to Services
- Reducing the impact of Alcohol & Substance Misuse
- Voluntary and Community Sector capacity
- Culture Sport and Active Recreation
- Equalities and Cohesion
- Sustainability

Further information concerning our approach to cross cutting themes and issues is set out in section 6.

3 Warwickshire in Context

a) The County of Warwickshire

Warwickshire lies to the south and east of the West Midlands conurbation, and has strong links with Coventry, Birmingham and Solihull in the West Midlands region, but also with the South East. Situated in a central location, Warwickshire lies at the heart of Britain's transport network and several key strategic routes pass through the County.

Despite the focus of population within the main towns of the County, a significant part of Warwickshire is rural in nature. There are a number of communities (both urban and rural) in the County where access to services whether through public transport or otherwise is curtailed.

Warwickshire comprises five District/Borough areas

- North Warwickshire Borough
- Nuneaton & Bedworth Borough
- Rugby Borough
- Stratford-on-Avon District
- Warwick District

Warwickshire area and population, mid-2005

	Area			Population	
	Sq. miles	Hectares	km ²	mid-2005	Per km ²
Warwickshire	763	197,855	1,979	533,900	270
<i>North Warwickshire</i>	110	28,516	285	62,300	219
<i>Nuneaton & Bedworth</i>	30	7,898	79	120,700	1,528
<i>Rugby</i>	137	35,558	356	91,600	257
<i>Stratford-on-Avon</i>	377	97,657	977	119,000	122
<i>Warwick</i>	109	28,226	282	140,300	498

Source: Mid-year population estimates, National Statistics (www.statistics.gov.uk) © Crown Copyright 2006.

The latest estimates, for mid-year 2005, suggest Warwickshire is home to 533,900 people. Warwickshire's population has been growing for the past three decades and the county is now home to 76,000 more people than at the start of the 1970's. Growth has been particularly rapid in recent years, with continued in-migration from the urban areas of Coventry and Birmingham a key factor behind this trend.

However, growth has not been consistent across Warwickshire's five districts. In the last ten years the population of South Warwickshire (Stratford-on-Avon and Warwick districts combined) has increased by 14%, compared to just 3% in the rest of the County.

More recently, and particularly since the opening up of the UK labour market to citizens of the new member states of the EU in May 2004, a significant number of migrant workers have come to live and/or work in Warwickshire.

There are no reliable estimates of international migration at the local level, but between April 2004 and April 2006 nearly 3,000 National Insurance numbers were allocated to overseas nationals living in Warwickshire from the eight accession states.

However, some of these migrants will have since left Warwickshire or returned to their country of origin.

The figures suggest the greatest numbers of migrants (from the A8 states) have come to live in Stratford-on-Avon district and Rugby Borough.

Population change, 1971–2005

	1971	1981	1991	2001	2005	Change 2005/197
Warwickshire	458.1	477.2	487.	506.2	533.9	16.5%
<i>North Warwickshire</i>	58.4	60.0	61.0	61.8	62.3	6.7%
<i>Nuneaton & Bedworth</i>	107.9	113.9	117.5	119.2	120.7	11.9%
<i>Rugby</i>	84.5	87.5	85.0	87.5	91.6	8.4%
<i>Stratford-on-Avon</i>	95.6	100.7	105.4	111.5	119.0	24.5%
<i>Warwick</i>	111.7	115.1	118.1	126.1	140.3	25.6%
Coventry	338.3	319.4	303.9	302.8	304.2	-10.1%
West Midlands	5,146	5,186	5,229	5,280	5,365	4.3%
England	46,412	46,820	47,875	49,449	50,431	8.7%

Source: Mid-year population estimates, National Statistics (www.statistics.gov.uk) © Crown Copyright 2006.

The latest government population projections indicate that the population of Warwickshire will continue to grow at a faster rate than that experienced regionally or nationally.

The population of Warwickshire is forecast to increase by 16% between 2005 and 2020, from 533,900 to 620,000. The fastest rates of growth are forecast for Rugby, Stratford-on-Avon and Warwick.

Warwickshire has a slightly older population profile than the UK average.

The county is under represented among young adults, but has proportionately higher numbers of people aged 50.

Forecast change in population by age group, 2005–2020

Age group	Warwickshire	North Warks	Nun'ton & Bedworth	Rugby	Stratford-on-Avon	Warwick
0–4	20%	0%	6%	11%	23%	49%
5–14	6%	-16%	-6%	7%	11%	27%
15–29	9%	-1%	0%	11%	17%	12%
30–44	9%	-19%	-8%	0%	6%	42%
45–64	16%	5%	6%	19%	15%	30%
65–74	38%	40%	36%	37%	45%	35%
75–84	39%	41%	36%	38%	51%	25%
85+	58%	70%	60%	56%	67%	54%
Total	16%	2%	5%	15%	20%	30%

Source: *Sub-national population projections 2004-based*, National Statistics (www.statistics.gov.uk) © Crown Copyright 2006.

The population of the United Kingdom has aged significantly over the past 40 years, and is projected to age further over the next half-century.

In Warwickshire government projections estimate that between 2005 and 2020 the number of people under 20 will increase by 7%, the number of people aged 20-65 will grow by 13%, but the number of people over state pension age will increase by 41%.

The biggest increases are forecast in the 85-plus age group, which is expected to increase by 58%, from 10,400 people in 2005 to 16,400 people in 2020. A changing population age profile has social, economic and labour market implications and will result in a significant increase in demand for public services.

Adult population growth, the changing age distribution of the population, and increasing household formation – particularly an increase in the number of one person households – are combining to cause higher household growth.

Forecast change in population and households, 2006–2021

	Households			Population
	2006 estimates	2021 estimates	Change 2021/2006	Change 2021/2006
Warwickshire	226	267	18%	15.8%
<i>North Warwickshire</i>	26	29	12%	2.1%
<i>Nuneaton & Bedworth</i>	51	58	14%	5.2%
<i>Rugby</i>	38	44	16%	14.0%
<i>Stratford-on-Avon</i>	51	61	20%	19.1%
<i>Warwick</i>	60	76	27%	29.0%
Coventry	127	138	9%	0.6%
West Midlands	2,244	2,526	13%	4.8%
England	21,485	24,781	15%	7.7%

Source: *Sub-national population projections 2004-based, National Statistics* (www.statistics.gov.uk) © Crown Copyright 2006; *Household projections 2003-based, DCLG* (www.communities.gov.uk).

The most recent household projections, based on the mid-year 2003 population estimates, show higher household growth than in previous years' projections. In Warwickshire the total number of households is forecast to rise by 18% between 2006 and 2021. This is a higher rate of growth than that forecast for the resident population. Household projections form an important component of the evidence base that Regional Planning Bodies and local authorities use in the assessment of future housing requirements.

Ethnic population estimates from the Office for National Statistics show that there are approximately 48,500 people from Black and Ethnic Minority (BME) groups resident in Warwickshire, which equates to about 9.2% of the County's total population. The largest BME populations, as a proportion of the resident populations, are in Warwick (14.6%) and Rugby (10.1%) with the smallest in North Warwickshire (4.5%) and Stratford-on-Avon (5.3%).

Approximately 8.8% of the County's population aged 0-15 are from BME ethnic groups compared with 10.2% of those aged 16-64. Only 5.4% of those aged 60/65+ are from BME groups. In number terms, the 'Indian' and 'Other White' ethnic groups are the two largest within Warwickshire. These ethnic groups account for approximately half of the total BME population in the County. Indian ethnic group residents are primarily concentrated in Warwick and Nuneaton & Bedworth, whilst 'Other White' communities are concentrated in Warwick and Stratford-on-Avon.

In summary:

- The resident population of Warwickshire has grown over the past three decades, with particularly rapid growth in recent years. It is predicted that the population will continue to rise and at a faster rate than that experienced regionally or nationally – the fastest rates of increase are predicted for Rugby, Stratford on Avon and Warwick Districts

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- Population growth has not been consistent across the county – the highest rates of growth have occurred in Warwick and Stratford on Avon Districts
- A significant number of migrant workers have come to live in Warwickshire in recent years with the greatest numbers residing in Rugby Borough and Stratford on Avon District
- Substantial increases are predicted in population groups above state pension age, especially in the 85+ age group
- 9.2% of the county's resident population is from BME groups with the largest populations being in Warwick District and Rugby Borough

b) Context information for the 6 LAA Blocks

Children & Young People

There are approximately 120,000 children and young people in Warwickshire aged 0-18 years old. This equates to 22.4% of the total population that is slightly less than the national average. The largest proportion and highest number of 0-18 year olds live in Nuneaton and Bedworth. Rugby Borough also has a higher than average proportion of 0-18 year olds. In contrast, Warwick and Stratford-on-Avon districts have relatively low numbers of 0-18 year olds as a percentage of their total populations.

The following table illustrates the number of 0-18 year olds as a percentage of the total population on a district-by-district basis:

	Total Population	Children aged 0-18	% of Total Population
England	50,431,700	11,708,400	23.2%
North Warwickshire	62,300	14,000	22.5%
Nuneaton and Bedworth	120,700	29,300	24.3%
Rugby	91,600	22,200	24.2%
Stratford-on-Avon	119,000	25,700	21.6%
Warwick	140,300	28,500	20.3%
Warwickshire	533,900	119,800	22.4%

N.B. Figures may not add exactly due to rounding.

Source: 2005 Mid-Year Population Estimates, Office for National Statistics

Income deprivation affecting children is a subset of the income deprivation measure of the Index of Multiple Deprivation (IMD) 2004 which highlights considerable inequalities across Warwickshire. There are several 'pockets' of severe income deprivation affecting children in the County. Four Warwickshire Super Output Areas (SOAs) feature within the top 10% most deprived SOAs experiencing child poverty in England, of which three are within Nuneaton and Bedworth and one within Rugby.

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A total of forty-one Warwickshire SOAs feature in the 30% most deprived SOAs in England experiencing income deprivation affecting children. Of these, twenty-one are within Nuneaton and Bedworth, ten within Warwick and seven within Rugby. There are two deprived SOAs on this measure in North Warwickshire and only one in Stratford-on-Avon.

The sub-domain of the education, skills and training deprivation domain relating to education deprivation for children/young people shows that there are twenty-one SOAs in Warwickshire within the top 10% most deprived SOAs nationally in this respect. This aspect of deprivation is concentrated in Nuneaton and Bedworth as nineteen of these most deprived SOAs fall within the Borough.

There are also significant differences in the current levels of attainment and skill levels across the range of ethnic groups within the county – with significantly lower levels of achievement particularly notable within African Caribbean and Mixed Heritage groups.

During the academic year 2004/2005, the percentage of sessions missed through unauthorised absenteeism was 1.0% across secondary schools in Warwickshire; this compares to 1.2% across England.

Unauthorised absence in all Districts and Boroughs within Warwickshire has increased from last year; Rugby continues to have the lowest rate while North Warwickshire has the highest and has increased slightly from the 2003/04 level.

In 2005, all Districts apart from Rugby recorded an improvement on their 2004 GCSE results measured as the proportion of 15-year-olds achieving five or more GCSEs at grades A* to C. The national average increased by almost four percentage points in 2005 meaning that only Warwick and Stratford-on-Avon are currently above the national average. Nuneaton & Bedworth increased by just over four percentage points - the highest increase within Warwickshire. Taking Warwickshire as a whole, the year-on-year trend has been improvement, in line with national trends.

Some key issues for the LAA:

- Warwickshire's total population has a slightly lower proportion of children and young people than the national average, although there is considerable variation between districts.
- Significant geographical concentrations of deprivation linked to children and young people persist within the County
- There are significant differences across Warwickshire in relation to skill levels, training and educational attainment. Whilst improvement in relation to educational attainment is most rapid in Nuneaton & Bedworth, the most marked levels of education, skills and training deprivation persists in that Borough
- There are further significant differences in relation to educational attainment and skills across ethnic groups within the County
- Unauthorised absence from school has increased with the highest rate applying in North Warwickshire.

Safer Communities

Warwickshire is one of the safest places in the country to live. Levels of recorded crime are significantly below both national and regional averages. For example, during 2005/06, the total recorded crime rate in Warwickshire was 83 crimes per 1000 population whereas the national average was 105 per 1000 population.

From a downward trend in crime across the county over the last few years, there has, over the past twelve months, been a recent upturn in much of the county that is now being addressed by partners, with a view to getting the downward trend back in place as soon as possible.

In addition to this, levels of concern regarding anti-social behaviour are high and consultation exercises continue to illustrate that reducing crime and nuisance remains the single most important issue for Warwickshire's residents.

The following extract from the 2005 Public Satisfaction Survey provides sound evidence of the priority attached by our residents to addressing the levels of crime:

What are the five things that Warwickshire's residents feel most need improving?

	2003	2004	2005
1	Level of crime	Level of crime	Level of crime
2	Level of traffic congestion	Activities for teenagers	Activities for teenagers
3	Activities for teenagers	Affordable decent housing	Affordable decent housing
4	Road / pavement repairs	Level of traffic congestion	Road / pavement repairs
5	Clean streets	Road / pavement repairs	Level of traffic congestion

Source: Warwickshire County Council Public Satisfaction Surveys

Although there are some variations in crime levels across Districts and Boroughs in Warwickshire, all five have crime rates below or consistent with both regional and national levels. Traditionally, crime levels have been highest in the north of Warwickshire, although there are pockets across the whole County.

Despite the comparatively low level of crime in Warwickshire, many residents are fearful of becoming a victim of crime. Fear of burglary and vehicle crime has fallen in recent years in Warwickshire, but fear of violent crime has increased. Perceptions of crime and safety are often inaccurate and agencies are working hard to provide the public with better information.

There are notable differences in the fear of crime between the north and south of the County. Fear of burglary is highest in Nuneaton & Bedworth, fear of violent crime is highest in Rugby and fear of car crime is highest in North Warwickshire.

Fear of crime varies among different age groups and sometimes bears little resemblance to the real level of risk. In Warwickshire fear of violent crime has increased significantly among 18-34 year-olds in the last couple of years.

Many of the problems associated with crime and disorder in Warwickshire appear to have links to drugs and alcohol, ranging from rising levels of acquisitive crime to greater concern about alcohol-related anti-social behaviour across all age groups and town centre violence.

Some key issues for the LAA:

- Levels of recorded crime in Warwickshire are significantly below both national and regional averages
- Over the past twelve months levels of crime have increased and this is matter of concern for all partners
- Fear of crime is a key issue for Warwickshire residents and there are marked differences in the levels of fear of crime both geographically and within different population age groups
- Reducing levels of crime remains the key priority for residents of Warwickshire, and agencies will need to work together to address the recent increases in levels of recorded crime whilst minimising the impact these trends will have on the perceptions of safety across our communities.

Stronger Communities

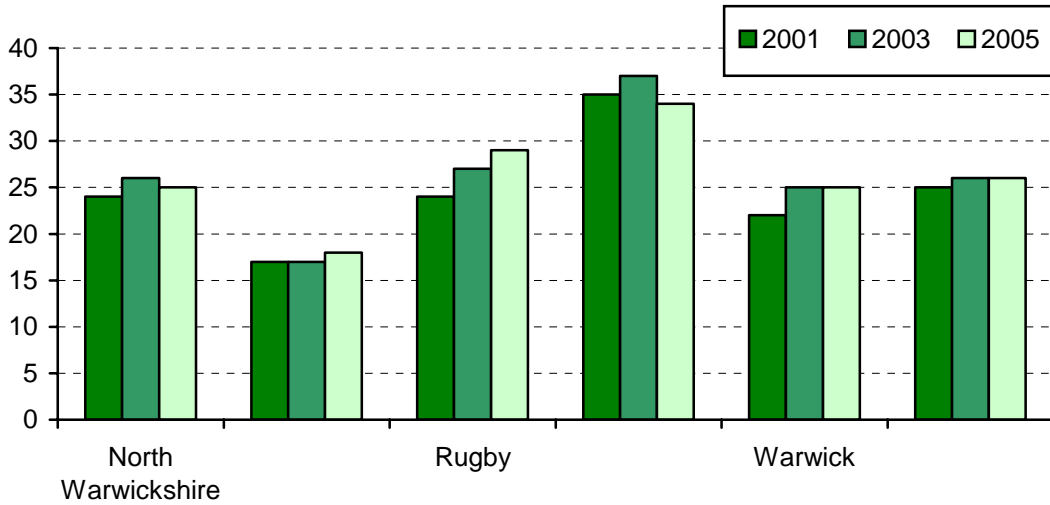
There are very few measures relating to 'stronger communities' that allow us to compare Warwickshire with regional or national averages, and many of the indicators we have traditionally used are derived from local surveys and datasets.

The 2006 Public Satisfaction Survey will provide us with some of the measures needed to help monitor this area of the LAA.

In the meantime, we can make use of existing measures such as social participation and community well being. For example, more than one quarter of Warwickshire's residents reported that they had been actively involved with at least one local community or voluntary organisation in the past twelve months. This figure is virtually unchanged from the results of the 2003 and 2004 surveys, but there are some significant fluctuations at District level.

It will be necessary to conduct further surveys and research exercises through the six Warwickshire Citizen Panels in early 2007 in order to establish a more complete and relevant evidence base to inform the development of our shared endeavours to strengthen the communities of the County.

Percentage of residents that are actively involved in community or voluntary groups



Source: Warwickshire County Council Public Satisfaction Surveys

While the County average has remained fairly static over the past five years, there appears to have been fluctuations at District level, notably an increase in Rugby and a decrease in Stratford-on-Avon.

In addition to this, available information suggests that almost 84% of Warwickshire residents are happy with their neighbourhood as a place to live. A much smaller proportion, 8%, stated that they are dissatisfied with their neighbourhood. Again, there are some variations at District level, and satisfaction levels continue to be higher in the south of the County.

A further issue in the County is the provision of affordable housing. Affordable housing is a national, not just a local problem and the shortage in Warwickshire is not as extreme as in the South East of England, it remains a key issue especially in the South of the County, where the housing market displays many of the features found in the South East Region.

The need to maximise the delivery of affordable housing demands effective use of the planning system both to secure an appropriate supply of mixed tenure sites via Section 106 Agreements with private developers and to increase the supply of affordable housing in more rural locations where general market housing would be unacceptable. Additionally key partners agree that the most effective use of publicly owned land could in the medium and longer be conducive to the supply of improved levels of affordable housing.

In a variety of consultation exercises, Warwickshire residents have been asked to express their views about difficulties that they face in accessing services.

In 2005, a specific exercise was undertaken through the Warwickshire County Council Citizens' Panel, one of the key findings being that the main factor that limits panel members to access each of these services is the availability of public transport services.

Some key issues for the LAA:

- Currently, there is only limited information available about issues relating to Stronger Communities – however, more information will be available shortly from the Public Satisfaction Survey 2006 and via other consultation exercises
- Participation in volunteering appears to be relatively constant in recent years although there are marked fluctuations at district level
- The supply of affordable housing is a key issue, especially in the South of the County
- Improving access to public services is a key priority of Warwickshire residents

Healthier Communities & Older People

The health of the population is becoming an increasingly important issue as partners aim to encourage and support people to take greater responsibility for their own welfare, help promote healthier lifestyles and improve the quality of life for residents.

The 2001 Census included questions asking about the general health of respondents and also whether they had any Long Term Limiting Illness – a disability or health problem (including problems related to old age which limited their daily activities).

Results from the 2001 Census showed that overall, there have been significant increases in the numbers of people in Warwickshire with a long term limiting illness since 1991, although this may reflect increases in the elderly population of the County. Geographically, the North of Warwickshire contains a greater proportion of people with a limiting long term illness than the South. Nuneaton and Bedworth along with North Warwickshire have experienced the largest increases in the numbers of people with long term limiting illness since 1991.

The South of the County has a higher proportion of the population than the North who rate their health as good. Stratford-on-Avon and Warwick districts are the healthiest districts in the West Midlands Region. Despite the older age structure in Stratford, 71.5% of the population regard their health as good.

Nearly half of respondents (49%) to the Warwickshire County Council Best Value User Satisfaction Survey classified their health over the last twelve months as being 'good' whilst 39% classified it as 'fairly good'. These results have not changed over time and there is little variation between Districts. Just over 12% of survey respondents described their health as 'not good'.

Physical activity and a balanced diet which includes fresh fruit and vegetables both form an essential part of a healthy lifestyle. According to the Best Value User Satisfaction Survey, the percentage of residents taking thirty minutes or more moderate physical activity during the week has increased slightly in the County in 2005, with the North beginning to catch up with the South of the County. Warwick District, however, recorded a decrease of 3.6 percentage points. Male respondents appear to take part in more physical activity than females with 68% of males taking thirty minutes or more physical activity during the week compared to 58% among females.

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All Districts have demonstrated an increase in the numbers of people eating five or more portions of fruit and vegetables per day over the last three years. In general, women eat fruit and vegetables more often than men - 26% of females compared to 19% of males eat five portions per day as recommended.

The national population is ageing. Numbers of older people are continuing to account for a proportionately larger share of the total population. This has implications for all partners as an ageing population places increased demand on public services such as health and social care which are typically used by this demographic group.

Income deprivation affecting older people is a subset of the income deprivation measure from the 2004 English Indices of Deprivation. It comprises the percentage of a Super-Output Area's population aged sixty and over who are in receipt of Income Support and Income Based Job Seekers Allowance and their partners (if aged sixty and over also).

There are eight areas in Warwickshire within the top ten per cent most deprived areas nationally on the Income Deprivation Affecting Older People Index. Six of these areas are concentrated in Nuneaton and Bedworth with two in Warwick. The most deprived areas in this respect are located in Bar Pool North and Crescents, Poplar Coalpit Field and Abbey Priory.

The issue of unpaid carers is likely to become increasingly important in the future with an ageing population and a greater proportion of older people requiring some form of care.

Findings from the 2001 Census showed that 13% of the County population over retirement age provide some form of care for friends, relatives or neighbours, on a weekly basis whilst 4.5% of the population aged over retirement age provide care for fifty or more hours per week.

The North of the County has a higher proportion of the over 50 population who provide care for more than fifty hours per week.

Some key issues for the LAA:

- The population of Warwickshire is ageing, especially in the South of the County and this trend is forecast to continue.
- Although general levels of health are improving across Warwickshire, there are marked differences across the county in terms of health with significant inequalities being apparent between the North and the South of the County
- There are increasing future demands on public services to enable older people to live active, healthy and independent lives

Economic Development & Enterprise

The Warwickshire economy is widely recognised as one of the best performing economies in the West Midlands Region. Warwickshire's unique advantages in terms of its central location and strong quality-of-life have ensured high levels of job creation and attracted large numbers of people to come and live in the area.

However, the local economy has had to absorb a number of significant shocks over the last couple of years culminating in the recent closure of the Peugeot plant at Ryton – the largest private sector employer in Warwickshire. On a range of competitiveness indicators Warwickshire falls somewhat short of the South East, the UK's leading regional economy.

Unemployment has crept higher over the last eighteen months and there are a much larger number of people claiming Incapacity Benefit who may need help to access the labour market.

The following table illustrates qualification levels amongst the working-age population with comparisons both within the County and between Warwickshire, the South East and the rest of England and Wales.

Qualification levels among the resident working-age population

	NVQ4+	NVQ2+	No Qualifications
England & Wales	26%	63%	14%
South East	30%	67%	10%
Warwickshire	28%	68%	13%
North Warwickshire	21%	56%	16%
Nuneaton & Bedworth	14%	60%	18%
Rugby	26%	74%	8%
Stratford-on-Avon	32%	73%	13%
Warwick	41%	73%	11%

Source: Annual Population Survey, 2005 (www.nomisweb.co.uk) © Crown Copyright 2006.

The table illustrates the marked difference in qualification levels with generally lower levels applying in North Warwickshire and Nuneaton & Bedworth than those in the rest of the county.

There are distinct geographical differences in the structure and performance of the Warwickshire economy. The three northern Boroughs have a strong manufacturing heritage and have also attracted major transport companies and distribution developments. The south of the County has a more developed service economy, with particular strengths in ICT, business services and the hospitality sector.

In Nuneaton & Bedworth there is a shortage of jobs compared to the local population, unemployment rates are higher and wages lower than elsewhere in the County. In parts of the south of the County economic success and population growth have pushed house prices to levels on a par with those in the South East of the UK.

Some key issues for the LAA:

- Technological change, innovation and the increased integration of global activity have led to a policy focus on the development of an economy based on the production and use of knowledge and information.
- There are marked differences across the county in terms of qualification and skills levels in the working age population.
- Whilst Warwickshire is performing well compared to the West Midlands, it lags nationally in terms of some key indicators and specifically when compared with the South East. In seeking to raise the standard nationally, Warwickshire will also need to ensure that the gap within Warwickshire is narrowed. The challenge for Warwickshire not only relates to how it can develop a modern knowledge economy, but also how the knowledge economy can be made more socially inclusive and accessible to local people.

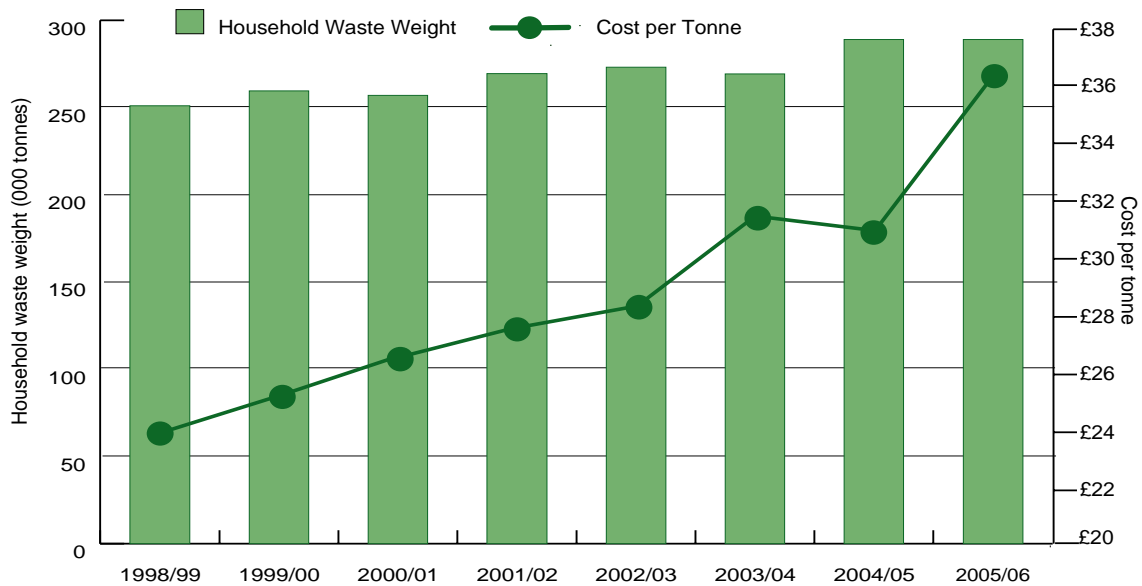
Climate Change and the Environment

Whilst the performance on local environmental issues is generally good in Warwickshire, there are a number of issues - both global and local -, which will impact on the County in the future.

Tackling climate change is a global issue that is likely to also have serious local impacts in Warwickshire. The Warwickshire Climate Change Strategy sets out the framework for strategic partners to tackle climate change. The overarching objective of the Strategy is to reduce greenhouse gas emissions in the County to at least the level set out by Government policy (15%-18% reduction by 2010 and a 60% reduction by 2050 against 1990 levels), whilst maintaining and improving quality of life through the implementation of a policy of sustainable development.

Although the cost of waste disposal in Warwickshire is below average compared to other counties, the introduction of Landfill Tax, combined with an increasing volume of household waste, meant that the cost of waste disposal almost doubled during the mid to late 1990s. This trend reflected national changes.

Waste Disposal Costs and Weight of Waste Produced



Source: Warwickshire County Council, Environment & Economy Directorate

Warwickshire’s residents currently produce about 289,000 tonnes of waste per year. Around 65% of this waste goes to landfill that, although high, is down more than three percentage points since last year. Both short and longer-term alternatives to landfill are needed to manage the County’s waste.

At a more local level across Warwickshire there are a number of further specific issues that are of concern:

- Planning authorities within Warwickshire have a role in helping to ensure that new developments are not located in the highest risk zone without adequate flood defences. It will be vital to have continued liaison with the Environment Agency, specifically in taking advice on the distribution of flood risk and the availability of flood defences in the County when considering planning applications and drafting development plans, and contingency planning for those developments already located in the flood plain.
- In relation to land use, from 2001 the Government set a national target of 60% of all new housing to be built on previously developed land by 2008. Whilst this has been achieved in some parts of the County, it has been more difficult to reach this target in more rural areas such as Stratford, and areas with relatively few previously used sites.
- Traffic has the potential to damage the environment in both rural and urban parts of the County, and traffic volumes have grown considerably. The majority of urban centres in Warwickshire have important routes running through them and towns such as Warwick and Stratford-on-Avon have historic central streets that are unsuitable for high levels of traffic.
- Within the 30mph speed limit zones of Warwickshire’s main towns peak time speeds range between 9mph in Warwick to 19mph in Bedworth. Off-peak speeds vary between 15mph in Stratford-on-Avon and 21mph in Kenilworth. Congestion in Warwickshire occurs mostly in peak periods as a result of commuter and school related traffic.

- Local Nature Reserves are places with wildlife or geological features that are of special interest. They offer people opportunities to study or learn about nature or simply to enjoy it. There are currently few designated Nature Reserves in North Warwickshire and Nuneaton & Bedworth, although North Warwickshire Borough Council has included three sites in its Local Plan that it intends to declare as LNR's in due course.

Overall, to maintain and enhance Warwickshire's environment now and for future generations we will need to take innovative and wide-ranging actions in relation to the way we live our lives and manage our resources.

Some key issues for the LAA:

There are a number of key issues that should be addressed through the Climate Change & Environment Block of the LAA including:

- Climate Change
- Waste disposal and recycling
- Flooding
- Development of brown field sites
- Reducing the environmental impact of road traffic & congestion

4 Listening to Warwickshire

Priorities of the District LSPs

In accordance with the agreed methodology for the development of the Warwickshire LAA, each of the District LSP's was asked during June and July 2006 to prioritise possible LAA outcomes for their area. The information from the five boroughs/districts below outlines these priorities with reference to the six LAA developmental blocks. This information has been one of the main sources in assisting the identification of the Outcomes for the Warwickshire LAA. The following table summarises some of the main recommendations of the District LSPs and illustrates the degree of congruence between their recommendations and the Outcomes now included within the LAA.

Outcomes identified by one or more LSP	Link with LAA Outcomes and Indicators (see Section 12)
Children and Young People	
Support for Families	CYP 6 – Establishment of an Enhanced Support Services Network
Staying Safe	Sa3 Reduce the number of young people under 18 who live with domestic violence in their usual residence CYP7 – Reduce the fear of crime experienced by young people CYP8 – Increase the number of core assessments for children on the child protection register CYP9 reduce the numbers of Looked After Children Sa4 – Reduce the number of young people under 18 who have been the victim of recorded crime St 4 Reduction in homelessness cases by appropriate support and advice particularly young people
Promoting Healthy Lifestyles	CYP1 Increase in the number of schools with an approved travel plan CYP3 Halt the increase in childhood obesity in under 11's CYP5 Increase the number of healthy schools
Teenage Pregnancy	CYP2 Reduction in the Under 18 conception rate
Citizenship and Participation	CYP20 Increase the participation of children young people and families in influencing the development and evaluation of services
Educational Achievement	CYP 10 Develop the educational achievement of young people in Warwickshire with particular reference to defined communities CYP11 Percentage of 16 year olds achieving a vocational qualification to at least Level 1 CYP 12 Close the attainment gap for disadvantaged groups – Nuneaton & Bedworth and Super Output Areas, Looked After Children and children of Afro Caribbean and mixed heritage CYP 13 Increase average points score per Student in relation to Key Stage 5 CYP14 Reduce the level of permanent and fixed term exclusions CYP 15a and b Increase PSE and CLL performance at Foundation Stage CYP15c Increase performance at Key Stage 2 Level 4 in defined schools in Maths and Science

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Achieving Economic well being	CYP 16 Reduce the percentage of 16-18 year olds not in education employment or training CYP17 Increase percentage of Year 11 Leavers who are in positive destinations following completion of statutory education in July CYP 18 Increased levels of direct payments CYP19 Number of children centres opened and delivering core offer of integrated services and increase percentage of schools offering extended services
Safer Communities	
Tackling anti social behaviour and developing Respect	Sa6 Build respect in Communities and reduce Anti Social Behaviour
Reduce Crime and the Fear of Crime	Sa1 Reduce overall BCS Crime Sa2 Reduce the proportion of adult and young offenders who re-offend Sa4 Reassure the public, reducing the fear of crime
Address Drugs and Alcohol issues	Sa 7 Reduce the harm caused by alcohol Sa 8 Reduce the harm caused by illegal drugs
Increase No of offences brought to justice	Sa1 Increase the number of offences brought to justice as a percentage of crime
Reducing Arson	Sa9 Increasing domestic fire safety and reducing arson
Stronger Communities	
Community Participation and Empowerment including volunteering	St 1 Empower local people to have a greater choice and influence over local decision making and a greater role in public service delivery St 1 Increase in the number of people recorded as or reporting that they have engaged in formal volunteering
Decent and Affordable Housing	St 4 Number of affordable housing units built on land identified as public land
Promoting community cohesion and respecting diversity	St 3 Create fair tolerant and cohesive communities
Access to Services (especially rural communities)	St 2 Number of integrated services actively delivered jointly by 2 or more partners at the 1 st point of contact St2 Percentage of people who find it easy to access essential community facilities St 2 percentage of people who find it easy to access essential community facilities St 2 Percentage of people who participate in leisure sports and cultural activities
Tackling Poverty	HCOP 3a and 3b Increased Claimant income for Council tax and Housing Benefits + Increase in welfare benefit take up in Warwick District
Healthier Communities and Older People	
Tackling Health inequalities	HCOP 1 Improve Health and reduce health inequalities
Promoting healthy living	HCOP 4a Promoting Healthier Lifestyle (diet, exercise and smoking)
Promote independence and quality of life amongst older people	HCOP 5 Increased proportion of older people supported to live in their own homes HCOP 5 Reduce avoidable emergency hospital admissions HCOP 5 Improved satisfaction levels amongst home care users

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	HCOP 5 Increased percentage of over 55's accessing cultural and learning opportunities
Help vulnerable groups (mental health, drug rehabilitation)	HCOP 4b Increase access to low level emotional and support services by specific groups including within the workplace
Reduce Incapacity benefit	ED 4 Reduce the number of people claiming Incapacity Benefit as a percentage of the working age population
Economic Development and Enterprise	
Improve skills	ED3 More adults with the skills and qualifications needed to be an effective member of the Warwickshire workforce
Support Businesses	ED 2 Achieve the sustainable growth of Warwickshire's business base through increased entrepreneurship and innovation
Town Centre Regeneration	ED 1 Increase the vitality and viability of Warwickshire's town centres and market towns
Enterprise, entrepreneurship and self employment	ED 2 Achieve the sustainable growth of Warwickshire's business base through increased entrepreneurship and innovation
Inward investment, supporting new and emerging technologies	ED 2 Achieve the sustainable growth of Warwickshire's business base through increased entrepreneurship and innovation
Climate Change & the Environment	
Cleaner, Greener. Protection of the natural, physical and Built	E5 Quality of the Built Environment
Climate Change and Energy issues	E1 Reduce Greenhouse Gas Emissions E2 Increase generation and use of renewable energy and the energy efficiency of buildings
Waste and Recycling	E 6 Reduce the amount of Waste generated and increase the recycling rate of remaining waste
Green Travel/Public Transport	E4 Reduce the rate of increase in transport related carbon and greenhouse gas emissions by reducing the need for private care use CYP 1 Increase in the number of schools with an approved travel plan
Satisfaction with Neighbourhoods	E 8 Percentage of residents satisfied with the local authority cultural services E 11 Percentage of residents reporting an increase in satisfaction with their neighbourhoods
Redevelopment of Brownfield Sites	E7 Percentage of residential planning housing permissions relating to brownfield sites

Public Satisfaction Survey 2005

The development of the Warwickshire LAA has been guided by a number of citizen consultation exercises, notably the annual Public Satisfaction Surveys and a range of consultation exercises undertaken through the six Citizen Panels

The Public Satisfaction Survey 2006 was carried out in the Autumn of 2005. 4000 questionnaires were sent to a random sample of Warwickshire's residents, of which 1019 responses were received (25.5%).

Residents were asked 'What would you say is the most important thing in making somewhere a good place to live' (percentage of residents placing issues in the top five:

	Priority %	Priority %	Priority %
North Warks	Low level of Crime 68%	Health Services 64%	Clean Streets 33%
Nun & Bed	Health Services 67%	Low level of crime 65%	Shopping Facilities 34%
Rugby	Low level of Crime 74%	Health Services 51%	Education Provision 37%
Stratford	Low level of Crime 66%	Health services 59%	Shopping facilities 38%
Warwick	Low level of Crime 61%	Health Services 54%	Parks/Open Spaces 38%
Warwickshire	Low level of Crime 61%	Health services 54%	Shopping facilities 32%

Residents were also asked 'What would you say most needs improving in your local area?' The results were as follows:

	Priority %	Priority %	Priority %
North Warks	Activities for teenagers 40%	Levels of crime 32%	Clean streets 30%
Nun & Bed	Level of Crime 52%	Activities for teenagers 39%	Road & Pavement Repairs 35%
Rugby	Level of Crime 55%	Activities for teenagers 34%	Affordable decent housing 31%
Stratford	Affordable decent housing 36%	Public Transport 33%	Road & Pavement Repairs 33%
Warwick	Affordable decent housing 43%	Level of Crime 34%	Level of traffic congestion 34%
Warwickshire	Level of Crime 41%	Activities for teenagers 34%	Affordable decent housing 33%

The Public Satisfaction Survey is repeated annually. The results of the Public Satisfaction Survey 2006 and other citizen surveys will feed into the processes of reviewing and refreshing the LAA on an ongoing basis.

Specific Consultation Exercises to support the development of the Warwickshire LAA

There are a number of current consultation exercises that have been designed specifically to support the development phase of the LAA. These include:

- A Warwickshire Citizen Panel questionnaire - currently being considered by the countywide Citizen Panel. This has been specifically to seek the views of the Panel on the Outcomes that have been developed through the six LAA Blocks. This exercise is being replicated by the five district based Panels and the results of all will be available during January 2007.
- During January 2007, further consultation exercises will be undertaken through the Panels in order to establish baseline information for a small number of outcomes reliant on citizen perception (notably in the Stronger Communities Block of the LAA)
- The Public Satisfaction Survey 2006 (mentioned above)

All partners are committed to the establishment of coherent and inclusive arrangements for improved community engagement - building on the approach by Warwickshire Police to the establishment of Safer Neighbourhoods Policing as from November 2006.

5 How we have developed the Warwickshire LAA – a federal approach

The most important initial point to make about the Warwickshire Local Area Agreement is the strong and ongoing commitment of the partners to ensure that the LAA continues to be developed and delivered in such a way as to ensure that it is genuinely seen by all concerned as a 'Warwickshire Local Agreement' and **not** a 'Warwickshire County Council Local Area Agreement'.

The key public and voluntary sector agencies have shown great commitment to the work and have played an equal and complementary role in the development of the LAA, using a federal approach.

In line with this approach we have taken due care to establish inclusive interim governance arrangements with leads and membership drawn from across agencies and sectors. This has involved the establishment of:

- The LAA Steering Group
- The LAA Servicing (Officer) Group
- Block Leadership Arrangements
- Partnership based Theme Groups for each of the LAA Blocks

These arrangements are summarised in the diagram attached as Appendix One.

LAA Steering Group

The process of LAA development has been led and overseen by the LAA Steering Group which has:

- Provided overall strategic direction and co-ordination.
- Ensured that the development of the Local Area Agreement is in line with objectives
- Provided the outward face of the development of the Agreement, to act as a conduit between Warwickshire Partners and Government Office and, eventually, to sign off the LAA on behalf of the Partnership.

The LAA Steering Group is chaired independently by Professor Sir Brian Follett. Its membership is made up of:

- The Leaders of six local authorities (supported by their Chief Executives)
- A representative of the Town and Parish Councils in the county
- The Chair of PCT,
- The Chair of Police Authority
- A representative of the Faith Communities
- The Warwickshire Race Equality Partnership,
- The Warwickshire Probation Service Board
- The Chairs of the District LSPs
- Representation from the VCS - via the Coventry and Warwickshire Infrastructure Consortium – CWIC
- Coventry Solihull and Warwickshire Partnership.
- The Learning & Skills Council
- The Business Sector via the Coventry and Warwickshire Chamber of Commerce

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On 8th December 2006, the LAA Steering Group agreed the following resolution:

‘Subject to the amendments agreed today, the Group agrees to the submission to GOWM of the draft LAA by 8th December 2006’

The Steering Group has established a Task & Finish Group to address future governance, resource and performance management issues arising in respect of the LAA and partnership activity generally. The Task & Finish Group will report on its work during December 2006 with a view to new arrangements being agreed and operative with effect from April 2007. Discussions within the Task & Finish Group have shown a high degree of unanimity and further details of their proposal are contained in Section 8.

LAA Servicing (Officer) Group

The LAA Servicing (Officer) Group has been the engine room for the development of the LAA. Its overall purpose has been to ensure, within the framework provided by the LAA Steering Group, that work is completed within the timescales, that links and communications are made between blocks and also between county and local levels to ensure a joined-up approach.

Its membership is made up of senior officers from relevant public bodies within Warwickshire, District/Borough Councils and Town & Parish Councils plus voluntary and community sector representation, business sector representation and individuals nominated to represent the interests applying to cross cutting themes within the LAA such as Culture, Sport and Active Recreation.

Block Leaders

Block Leaders have been appointed for each of the LAA Blocks. The role of the Block Leader is:

- Developing the LAA evidence base
- Developing and sustaining partnership relationships
- Leading and servicing the work of the partnership based Theme Group relating to the block/theme concerned
- Identifying with all concerned the potential outcomes, indicators and resources available for the LAA Block/Theme
- Ensuring that key cross cutting issues and other imperatives are properly addressed within the Block
- Developing our work on the local differentiation of outcomes and targets
- Liaising and negotiating with GO-WM, central government departments and others as necessary in relation to the Outcomes Indicators and Targets
- Reporting to the LAA Steering Group, Servicing and Theme Groups as necessary

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Current arrangements for Block Leadership are set out in the table below:

LAA Block/Theme	Block Leader	Partnership Theme Group
Children & Young People	Marion Davis WCC Strategic Director	Children & Young People Strategic Partnership Executive Board
Safer Communities	Andy Parker Deputy Chief Constable Warwickshire Police	Warwickshire Community Safety Partnership/DAAT
Stronger Communities	Chris Elliott Chief Executive Warwick District Council with Paul Lankester Chief Executive of Stratford on Avon District Council	Stronger Communities Theme Group
Healthier Communities and Older People	David Rose Chief Executive NHS Warwickshire (Warwickshire PCT)	Healthier Communities and Older Theme Group
Economic Development and Enterprise	Louise Bennett Director of Coventry and Warwickshire Chamber of Commerce	Economic Development & Enterprise Theme Group
Climate Change and Environment	Christine Kerr – Chief Executive of Nuneaton and Bedworth Borough Council - with Simon Warren Chief Executive of Rugby Borough Council	Environment & Sustainability Theme Group

Theme Groups

Partnership based Theme Groups have been established for each of the LAA Blocks – each led by the Block Leader. Details of the individual Theme Groups are shown in the table above. The role of the Theme Groups is to assist the Block Leader in:

- Identifying LAA Outcomes, Baseline Evidence, Indicators, and Targets
- Developing the delivery arrangements for the Block
- Ensuring the local differentiation of targets and delivery arrangements

Membership of the Theme Groups is made up of representatives of relevant agencies from the statutory, private and voluntary and community sectors, and every effort has been made to ensure balanced representation across the districts and areas of the county.

Partnership Summits

In addition to the numerous theme group meetings, we have during the course of the development of the LAA convened two large events (Partnership Summits) in late February and late September of 2006. The purpose of these events, each of which was attended by 150 or more participants was:

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- February Event – to launch our work on the development of the LAA; to gain buy-in from partners in relation to the overall approach; and to begin work on identifying possible LAA Outcomes by reference to each of the six blocks
- September Event – to feedback to participants on the overall progress that had been made; to feedback on the emerging outcomes that had been identified by the Block Leaders and their Theme Groups; and to identify further work required during the remaining phase of LAA development.

We are committed to convening a further Partnership Summit in the Spring of 2007 in order to formally launch the LAA, to share information concerning Governance, Performance Management and Resources and to clearly communicate on the delivery arrangements for the LAA.

Local Differentiation, Delivery Planning and Proofing of the LAA

Many of the Outcomes, Indicators and Targets in this draft of the LAA are currently expressed in countywide terms. However, it is agreed that the establishment of locally differentiated approaches, targets and delivery arrangements will be a key success factor for the LAA.

All Block Leaders have commenced their work on delivery planning. This will be conducted in a consistent manner with delivery plans being required for each of the LAA Outcomes. It is likely that a comparatively small number of Outcomes will be subject to intensive delivery planning and a Workshop for Block Leaders will be convened in early January 2007 in order to formalise this approach.

A consistent framework will be put in place in relation to delivery planning. This will include the following factors:

- Local differentiation of targets and delivery arrangements
- Issues relating to Sustainability
- Issues relating to access to services and transport (including addressing rurality issues)
- Equalities and Cohesion factors

The advice in relation to these matters is being prepared by task groups specifically geared to the relevant issue which are carrying out agreed proofing exercises of the LAA both as a high level strategic document and in relation to delivery planning.

6 Cross Cutting Issues

Transport & Access to Services

An effective transport network is essential in order to give people, in both the urban and rural areas of Warwickshire, access to the opportunities and benefits that contribute to the enjoyment of a better quality of life. Public transport needs will continue to be met by bus, passenger rail, community transport services or similar initiatives or any appropriate combination of these modes. Each of these activities and modes have interlinked strategies and common aims and their provision will be integrated to provide the most effective transport service.

The effectiveness of transport links extends, not only to its provision, but also to difficulties in physically accessing what is provided, and other equally important issues such as the level of fares, journey time, personal security and comfort.

A sub group of the LAA Servicing (Officer) Group has been established in order to identify specific access and transport issues that should be addressed by the Block Leaders in the development of their delivery plans.

We are using the LAA as an opportunity to consolidate and enhance partnership based activity to move towards unified service delivery where citizens have no need to understand which agency is responsible for the delivery of a specific service.

The sub group has agreed to proof the LAA for Transport and Access arrangements and have based their work on an approved framework produced by the Countryside Agency.

The Group is keen to explore the future development of partnership working in relation to bringing about greater coherence and maximising the use of existing and future community transport facilities as part of the partnership's work on the Stronger Communities Block of the LAA.

Reducing the impact of Alcohol and Substance Misuse

Discussions around the blocks have highlighted alcohol abuse as an underlying issue leading to negative outcomes for local communities, including antisocial behaviour, domestic violence and abuse, health inequalities and crime. All partners are involved in some way in managing the effects of alcohol abuse and tackling the issue is a multi agency priority.

The partners intend to use the LAA as a focus for developing a joined up approach to tackling alcohol and substance misuse across the county at both strategic and operational levels.

Targets for this issue are concentrated in the Safer Communities Block but will have an impact across all blocks.

Voluntary and Community Sector Capacity and the Warwickshire Compact

The voluntary and community sector has a crucial role to play in delivering public services and in building strong and cohesive communities. Partners share a vision of a strong and vibrant voluntary and community sector which helps to connect people and enable them to shape their communities.

There is a clear expectation from all partners that the sector should be a genuine partner in the LAA and that the sector has a key role to play in planning and delivering activities across all blocks of the LAA.

It is however recognised that the capacity of the sector is underdeveloped at this stage. If it is to play a key role in planning and delivering services, a substantial long-term investment is needed in its infrastructure and capacity.

The further development of the Warwickshire Compact is seen as being of crucial importance to this ambition.

The original Warwickshire Compact was signed in January 2002 by 18 organisations that represented both the public agencies and the voluntary and community sectors.

The purpose of the Compact is to improve working relations by setting out the principles and standards that public agencies and voluntary and community organisations can expect of each other when working in partnership for the benefit of local people and as such is of fundamental importance to the development and delivery of the Warwickshire LAA.

Culture Sport and Active Recreation

Sporting and cultural activities have been identified across the LAA process as a means to achieve outcomes across a number of the blocks, both in terms of promoting healthy and active lifestyles and also in terms of promoting community participation and improved outcomes across the County.

We have ensured the full involvement of representatives engaged with this cross cutting theme in the development of all aspects of the LAA.

Mainstream funding to support achievement of the LAA outcomes will be identified by County and District Councils and other partners from budgets for cultural services (e.g. arts, heritage, libraries, leisure and sports).

Equalities and Cohesion

Our LAA recognises that the County is a mixture of both urban and rural environments. This Agreement seeks to balance the needs of people living here. We recognise that Warwickshire is a diverse county and we will aspire to value the uniqueness of each person.

We recognise that people may be, or perceive that they are treated differently on the basis of their age, disability, gender, marital status, race, colour, nationality, ethnic or national origin, religion or belief, culture or sexual orientation. In everything we do we will aim to remove unfairness and promote equality of opportunity, equal access and good relations between people from all backgrounds.

Across the blocks there are targeted approaches involving work with groups experiencing the worst outcomes and a key priority is strengthening communities to improve cohesion.

We have convened a special purpose group to assist with this work and to proof the LAA in respect of Equality and Cohesion issues as the beginning of an ongoing process to embed these issues at the heart of the LAA delivery arrangements.

The Group will assist Block Leaders and partner agencies to identify the key issues that they must take into account in respect of Equalities and Cohesion when preparing and implementing their delivery plans and will also proof the LAA as a high level strategic document.

Sustainability

We have made specific reference to the UK's Sustainable Development Strategy, 'Securing the Future', and the Regional Sustainable Development Framework and intend to review the whole submission against the Regional Sustainable Development Framework version. This will help to ensure it is effectively contributing to the achievement of a sustainable West Midlands.

In order to do this, we will apply the principles via a proofing exercise that is based on the 'scoping template' within the Framework and we will incorporate the findings in the development of the delivery arrangements for the LAA.

7 Statement of Involvement of the Voluntary and Community Sector and Local People

A strong and active voluntary and community Sector (VCS) is a vital contribution to the development and delivery of the LAA. The LAA process is complementary to the Warwickshire Compact, which provides a framework for partnership working. The revised Compact was launched in November 2005 and is supported by voluntary and community sector organisations (including infrastructure, service delivery and community groups) and statutory bodies (County, District and Borough Councils, the Police, Probation Service and the George Eliot Hospital NHS Trust).

All partners to the Warwickshire LAA support the need and value for full VCS engagement, participation and involvement in the LAA development and delivery. This statement briefly outlines how this is being delivered in Warwickshire.

The voluntary and community sector is recognised as a major partner in the development and delivery of the LAA, notably through the Stronger Communities block and in the development of volunteer capacity and opportunities to support outcomes across the LAA.

Through the leadership of CWIC (Coventry and Warwickshire Infrastructure Consortium), the sector has been encouraged to become directly involved in the LAA. CWIC's membership includes specialist and generic infrastructure organisations that have worked collaboratively to respond to and implement the government's ChangeUp strategy.

CWIC with the support of statutory sector partners organised a county event in July 2006 to raise awareness of the LAA, identify how the sector could become involved, especially in theme groups, and highlight key issues, which the blocks needed to consider. Statutory members of the blocks were keen to hear the sector's views on the priorities under consideration. Workshops for voluntary and community groups took place in all six blocks of the LA. Voluntary sector leads have been identified for particular targets and the contribution of voluntary and community organisations will be specified in individual delivery plans.

Many of the LAA priorities have been drawn from the 6 LSP's plans. Voluntary and community groups have contributed to the development of these priorities through Partnership events, membership of theme groups and consultations in local forums. Involvement of community organisations in the LSPs has been limited. Time commitments, different priorities and understanding the relevance of community planning as well as lack of confidence have all contributed to this gap. Time constraints in the LAA development have also limited involvement of both parts of the sector.

Representation of the sector on the theme groups has varied to date. The sector has been fully engaged in the blocks. The Stronger Communities Theme Group has been of particular relevance to the sector and involvement was targeted to bring together people from grassroots groups, service delivery and infrastructure organisations.

The Warwickshire LAA will address the issues around involvement encountered in the early months of development to ensure that there is strong VCS involvement in each of the themes. We will consider ways of enhancing the role the VCS can play in local decision-making and service delivery, which will have to be built on as the

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LAA is delivered if there is going to be the capacity available for the complex networking necessary to disseminate information and proposals.

We recognise that the tight timescale for the development of the LAA has not allowed the wide sector to take an active role in the process. VCS involvement has focused on the infrastructure groups and the major voluntary sector providers on behalf of the sector as a whole. It is anticipated that the development of the LAA will be an ongoing process and that consultation with a wider group of stakeholders including front line community groups is an area for development.

Governance arrangements for the LAA are at an advanced stage of development. Building on the existing arrangements it is anticipated that the voluntary and community sector will be included in each of the county and district themed partnerships in addition to the Public Service Board.

Additionally:

- We are working towards the full involvement of the Faith Sector in the development of the LAA through establishing positive working links with the West Midlands Faith Forum (via Coventry Diocese), and the emerging multi faith forum in Warwick District. It is our intention, through the LAA process, to establish arrangements for ensuring the engagement of the faith sector on a countywide basis. The Diocese have (through the Bishop of Warwick and the Chair of the West Midlands Faith Forum) joined the LAA Steering Group
- We are actively engaging with the recently established Warwickshire Race Equality Partnership (WREP), through the LAA process and will build on the outcomes of its Conference 'Next Steps – Building Cohesive Communities' held on 12 December 2005. We are ensuring the active involvement of WREP in the development of the LAA through its membership of the LAA Steering Group and dedicated meeting arrangements with representatives to ensure that there is opportunity to gain and incorporate their perspective in our work.
- We have engaged actively with officers and elected representatives of all three tiers of local government in the county, each of which are involved in the membership of the LAA Steering Group (including the Governance Task and Finish Group), and the Servicing (Officer Group). We will make arrangements for the consideration of the LAA by the County Council, the Executives of each of the Borough/District Councils and the governing boards of other partners during February and March of 2007.
- We have ensured (through the Warwickshire Association of Local Councils) the full and meaningful involvement of the Town and Parish Councils in the development phase of the LAA. We also want to ensure that they are encouraged and supported to play a full role in the delivery planning of relevant LAA Outcomes and fully recognise their role in enabling local people to play a greater role in the shaping and evaluation of public services and holding service providers to account for their delivery.
- Similarly, we have ensured the full engagement of the district based LSPs throughout the County. The chairs of each of the LSPs are represented on

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the LAA Steering Group. Furthermore, we have analysed the existing Community Plans by reference to the LAA Blocks and have ensured that each of them have had the opportunity to identify priorities for inclusion within the LAA Outcomes.

- We have commissioned BMG (an external firm of consultation experts) to conduct an exercise with the Warwickshire Citizens' Panel during November and December 2006 to identify the extent to which the LAA Outcomes have resonance with them. This exercise will be repeated by each of the district based panels and the results of all will be known in January 2007.
- All partners are committed to the establishment of more coherent and inclusive arrangements for improved community engagement - building on the approach by Warwickshire Police to the establishment of Safer Neighbourhoods Policing as from November 2006.

8 Governance

The Governance Task and Finish Group has been established by the LAA Steering Group to develop governance arrangements during the implementation phase of the LAA (post April 2007). The Group has agreed to recommend to the LAA Steering Group an enhanced LSP model, the essence of which will require:

- The establishment of a new County Level Partnership (Public Service Board)
- 6 County Themed partnerships reflecting the LAA Blocks
- The existing 5 district based Local Strategic Partnerships
- District level themed partnerships reflecting the LAA Blocks
- Linkages with emerging arrangements for localities

The model will be considered by the LAA Steering Group at a specially convened meeting to be held on 21st December 2006 and, pending that meeting, the arrangements set out in this section of the LAA must be seen as provisional in nature.

It is intended to be adopted by all partner agencies in support of positive, constructive and delivery focused partnership working under the umbrella of the LAA.

In developing the model, the content of the Local Government White Paper (issued on 26th October) has been fully considered.

It is to be recommended that membership of the above bodies and the LAA governance arrangements are based on the following guiding principles:

- As a general principle, Partnership Boards should ideally aim to have a membership of between 10 – 15 people – anything larger would be unwieldy to manage and could frustrate partnership progress. However, further consideration is being given to the composition of the Public Service Board to ensure that it is truly representative.
- There should be elected member representation on Partnership Boards with local authority portfolio holders playing a key role on appropriate thematic partnership (a clear expectation set out in the Local Government White Paper)
- Those partner agencies who have elected members sitting on the Partnership Board should be able to nominate an officer to attend meetings in a supporting role
- In all cases representatives should be of sufficiently senior standing as to be able to make decisions on behalf of their nominating body
- Partner agencies should nominate representatives whose own area of work, knowledge or expertise are relevant to the work of that Partnership Body
- When representatives are unable to attend meetings, substitutes should be nominated, those substitutes also having authority to commit the organisation
- The principle of mutual accountability should be embedded – partners need to be accountable to each other for the delivery of jointly agreed and collectively owned outcomes.

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- In addition the concept of accountability should be two-way between the local district level delivery partnerships (e.g. Crime and Disorder Reduction Partnerships) and the county level themed partnerships (e.g. the Warwickshire Safer Communities Partnership). County level themed partnerships would be accountable to the district level themed partnerships for the delivery of countywide strategies which impact on districts (e.g. domestic violence) and vice versa in respect of the local themed partnership's contribution to the LAA block outcomes.
- There should be a rationalisation of existing partnerships, sub-groups, themed groups etc so as to refocus partnership working around the LAA outcomes that are agreed by all the partners

The partner agencies are considering a Public Service Board comprising a core membership. This would assume an Executive Board with officers being able to attend in a supporting role.

Membership of the Public Service Board is a key issue if the board is to fulfil its strategic role within the LAA arrangements. The aspiration is for the PSB to be a decision making body which can make a real difference to the people of Warwickshire. However, in order to do this, there is a strong argument for a much slimmer Public Service Board which would bring with it:

- Streamlined decision making
- Timely decision making
- Visible and accountable leadership
- A small core group with which the public can easily identify
- Public confidence in the board's decision making
- Greater consistency of representation
- Increased likelihood of the board remaining outcome focused
- An ability to focus skills and added value at a level which will deliver the greatest outcomes
- Reduced demands placed on same pool of public sector agencies
- Fewer logistical / servicing problems

One option is set out below:

Nominating Body	Representatives
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
Probation Service	1 representative
TOTAL	13

Further consideration is being given to the best method of enabling engagement if a number of other bodies such as those listed below and whether they should be included at a county or district level:

- The Local Strategic Partnerships
- Warwick University
- Coventry Solihull and Warwickshire Partnership
- The Faith Communities
- Warwickshire Race Equality Partnership (WREP)

Partner agencies will be encouraged to consider partnership engagement at different levels as membership at the county / district levels are not mutually exclusive. Partners not represented at the Public Service Board level could still play an active role and make a full contribution through the county themed/district level themed partnerships.

In any event, it is envisaged that the broad inclusive approach that has been adopted during the LAA development phase through Partnership Summits should be continued onto the delivery phase by the convening of a broad countywide Partnership Forum biannually.

The proposed small Executive Board assumes that those members who sit on the Board will be able to commit their respective organisations. In practice this will mean that they either have sufficient delegated powers to deal with matters at meetings, or if not, that all the necessary approvals of their nominating body have been obtained in advance.

It is proposed that membership of the county level themed partnerships be considered through the block leads and existing partnership fora. The Children and Young People Block has already finalised its Executive Board membership (totalling 12) and advanced discussions are taking place in relation to the Safer Communities Block as part of the governance work going on in tandem with the work of the Task and Finish Group.

Similarly it is proposed that the membership of the LSPs and the district level themed partnerships should be reviewed as part of this process in conjunction with each LSP.

As regards the LSPs, it is envisaged that they will play an important role in overseeing the development of local strategies and bringing together a manageable number of key thematic partnerships at a local level to deliver the priorities agreed in the LAA. The governance arrangements proposed for the LAA are not intended to 'straight-jacket' the LSPs as the scope local discretion will be an important factor.

However, a degree of congruence is required otherwise there is a real risk that there will be a lack of coordination and consistency across the levels and this will impact on the delivery of our agreed outcomes. Adopting arrangements at a district level, which are not consistent with the overarching LAA proposals, would also call into question the proposals for mutual accountability between the different levels. It is therefore proposed that the membership of the LSPs and the district level themed partnerships should be reviewed as part of this process in conjunction with each LSP to ensure

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that the arrangements are consistent with the overall approach whilst acknowledging that this local discretion would still be accommodated.

In relation to neighbourhood/ locality arrangements, we will need to consider how we ensure that neighbourhood and locality arrangements are effectively related to district based LSPs and the County LAA.

The Roles and Responsibilities of Groups within the Model are as follows:

Government Office of the West Midlands

- Co-ordinates central Government's relationship with the area
- Represents Government in negotiations with Local Authorities, Police etc
- Agrees key strategies and targets across partner agencies
- Is the conduit for grant monies / Government funding streams
- Requires county level groups to report performance against the LAA agreed outcomes and arranges intervention where performance is unsatisfactory

County Strategic Board (or Public Sector Board)

(See draft terms of reference at Appendix 3 for further detail)

- Determines county-wide strategy and priorities and ensures that the key cross-cutting themes are appropriately addressed
- Commissions programmes of work to ensure the delivery of agreed outcomes
- Ensures that the cross cutting themes are incorporated into the county level themed partnerships
- Performance manages the county level LAA block theme groups, holding them to account for delivery of countywide strategies against agreed LAA outcomes. The Boards will receive performance reports from the county themed partnerships on a quarterly basis and agrees actions to respond to any identified problem areas
- Agrees the commitment of pooled resources to enable the Warwickshire LAA to be delivered and allocates any pooled budgets / shared funding / grants
- Monitors the management of key risks affecting the delivery of LAA outcomes
- Reports as required to GOWM on improvement targets against national priorities and reports annually to local people on progress against the targets identified in the LAA

County level themed partnerships (for each of the LAA Blocks)

- Agrees county-wide strategy and targets (jointly agreed priorities and outcomes for the whole county)
- Monitors performance in relation to countywide strategy, removes barriers to improvement and works effectively together with the other themes.
- Holds district level themed partnerships to account for delivery of agreed strategies which impact on county wide priorities
- Accounts to the County Strategic Board (quarterly performance reports), through the County Strategic Board to GOWM
- Agrees how resources allocated to the county level themes partnerships will be specifically deployed to deliver county-wide strategies/ initiatives
- Monitors the management of all funding and grants provided in support of county-wide strategy and accounts to GOWM and national bodies as appropriate for these funds
- Undertakes risk management of county-wide strategies

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- Agrees the commissioning strategy for services procured at a county level, endorses all high level commissioning plans and oversees performance of commissioned services.
- Agrees and oversees the development and implementation of a county-wide communication strategy for their respective areas of work

District level themed partnerships

- Determine local strategy - i.e. define local priorities and outcomes and determine local approaches to delivery of the agreed countywide strategies and outcomes in line with any national standards relevant to the area.
- Ensure alignment of county-wide and local priorities and outcomes
- Co-ordinate and performance manage delivery of district level operational work (including the work of tactical/operational task and finish groups) to support both local and countywide strategies
- Inform developments of strategies at district/BCU and at county level
- Account to the relevant county level themed partnership for delivery of strategies
- Hold county-wide services to account for delivery of agreed county wide strategies which impact on local priorities
- Undertake risk management of local strategies and operations

Local Strategic Partnerships

- Act as a local vehicle for developing a vision for transforming places and tackling hard cross-cutting social problems consistent with the approach and strategies adopted under the LAA
- Oversee development of local strategies and acts as the overarching strategic partnership, bringing together a manageable number of key thematic partnerships at a local level to deliver the priorities agreed in the LAA
- Sets priorities for the local area which are consistent with the LAA
- Co-ordinate local delivery of all aspects of LAA and ensure cross cutting themes are appropriately addressed at the local level
- Act as the champion of the citizen and local service improvement and is responsive to the needs of local citizens and communities
- Bring together the public, voluntary, community and private sectors to coordinate the contribution that each can make to improving localities

Neighbourhood/Locality Arrangements

- Act as the main vehicle for community engagement
- Receive and consider strategic assessment and community intelligence from a variety of sources
- Agree neighbourhood priorities and action plans (within available resources)
- Signpost issues to other agencies
- Case manage issues and feed back to community on actions taken

The following arrangements will apply in respect of accountability and performance management:

Accountability/reporting and communication lines at all levels for this model are set out in diagram form at Appendix Two. Reporting lines are shown in red and accountability lines in black. In order for the LAA to deliver, the principle of mutual

accountability will be embedded – in other words, the partners need to be accountable to each other for the delivery of jointly agreed and collectively owned outcomes.

In addition the concept of accountability needs to be two-way between the local district level delivery partnerships (e.g. CDRPs) and the county level themed partnerships (eg. the Warwickshire Safer Communities Partnership). County level themed partnerships would be accountable to the district level themed partnerships for the delivery of countywide strategies which impact on districts (e.g. domestic violence) and vice versa in respect of the local themed partnership's contribution to the LAA block outcomes.

It is proposed that these arrangements would translate into a reporting and performance management relationship with proactive arrangements for underperformance. For example, where as a result of performance reporting (quarterly reporting and exception reports) an issue is identified at the county themed partnership level, there would be an expectation that partners would agree a detailed action plan to remedy the underperformance – the action plan would have joint ownership by all partners. If performance did not improve, then the county level strategic board (PSB) would review the underlying issues contributing to the underperformance, review why the action plan hasn't worked, reallocate pooled funding where appropriate or review LAA targets. Further information on Performance Management is contained in Section 9.

The role of scrutiny in the context of the LAA and the existing scrutiny arrangements across the county is still under consideration by the Task and Finish Group. Further work is also ongoing to ensure that the roles of performance management and scrutiny fit together and are clear. However, the following points have emerged in early discussions on the issue of scrutiny:

- Joint scrutiny arrangements may be appropriate – however they will only be considered where they add value to the delivery of the LAA and provide added public benefit.
- Joint scrutiny exercises could focus on issues of common concern and wider community interests
- A joint panel (possibly meeting once or twice a year) may be the appropriate forum for agreeing areas/issues for joint scrutiny
- Where joint scrutiny arrangements are developed to examine the impact of the LAA and the LAA outcomes, practical arrangements will be needed to avoid duplication and to synchronise the activities of individual partner agencies in a way that has not previously been necessary.
- There could be an agreement between partners that individual scrutiny bodies will not scrutinise any issue already considered or being considered by the proposed joint scrutiny arrangements
- Joint scrutiny panels should be able to send reports back to individual partner agencies with recommendations for change/improvement where necessary

It is assumed that there would be 'servicing' groups of senior officers supporting the work of the various 'boards'.

At the PSB level it is anticipated that the Chief Executives of the partner organisations will have a formal role. Two models were proposed by the Task &

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Finish Group at its meeting on 16th November 2006 for further consideration. The two options considered are as follows:

- i) An extended version of the Warwickshire Association of Chief Executives (WACE) Forum is created. This would incorporate other public bodies as well as the County and District Councils. This group would facilitate and have general oversight of the co-ordination, monitoring and delivery of the Warwickshire LAA. It is likely that the existing Servicing (Officer) Group would continue to have a role in supporting the extended WACE group, and in particular would undertake the 'leg-work' required to coordinate the work of the partnership. This arrangement would involve a review of the membership of the servicing group to ensure that it is fit for purpose and also a review of the continuing role of the block leads. It is likely that the block leads would sit on this servicing group.
- ii) That the Chief Executives attend the PSB in a supporting role, which, in turn, would avoid the need for the WACE Forum. It is likely that the Servicing (Officer) group would continue to have a role but would report directly to the PSB. This arrangement would also involve a review of membership of the existing servicing group with similar proposals for reviewing the role and inclusion of block leads on this group

At the County themed partnership level, it is anticipated that one or two officer groups would take on the functions of several existing groups. Each block will need to consider existing groupings and look to rationalise them with a view to a more focused approach to partnership working under the LAA umbrella. Where sub-groups do exist, it is intended that they are time-limited and task-focused with clear lines of accountability back to the parent group.

A similar exercise will be needed in relation to the district level themed groups. In some areas, the creation of officer groups may be needed to enable separation to be achieved between 'strategic' and 'operational' functions at a local level (as proposed in the draft terms of reference for the merged CDRP in the south of the county).

9 Performance Management

Context

During the development of the Local Area Agreement it was agreed by all partners, that a Performance Management Framework for the LAA needed to be established that balanced the need for robustness and flexibility. It was also agreed that the Framework should:

- Build on existing arrangements including those recently established and agreed for LPSA2
- Be mutually acceptable across our partnerships
- Be able to provide for parties holding each other to account
- Be accessible and appropriate to all partners
- Be proportionate to the range of activities included within the LAA

Performance Management and Governance

The development of a Framework is intrinsically linked with the governance arrangements of the LAA both during the development phase and the implementation phase- post April 2007. During the development of the LAA, block leaders and groups have been co-ordinated by a Servicing Group consisting of operational officers and a Steering Group consisting of Chief Executives and Leaders of respective partner organisations. Whilst the performance management framework and issues relating to resources have been dealt with at Servicing Group level, governance arrangements have been addressed through a Task and Finish Sub-Group of the Steering Group.

In terms of emerging proposals on future governance arrangements (See section 8), it is proposed that performance management would occur at the following levels:

- County Level Strategic Board (PSB): High level performance management of whole LAA
- County level thematic groups: Detailed performance management by block
- District LSP's: Monitoring the local impact of the LAA

In subsequent developments on performance management and governance, linkages will need to be made between the levels to ensure that chains of accountability are evident between partner agencies and governance arrangements.

In addition to the management of performance, further work will also be required to involve the scrutiny process and the monitoring of performance at both District/Borough level and at a county strategic level. A co-ordinated approach will be required to ensure that Scrutiny is engaged in a meaningful manner that adds value to the process and strengthens the partnership approach that underpins the entire success of the LAA.

The Framework

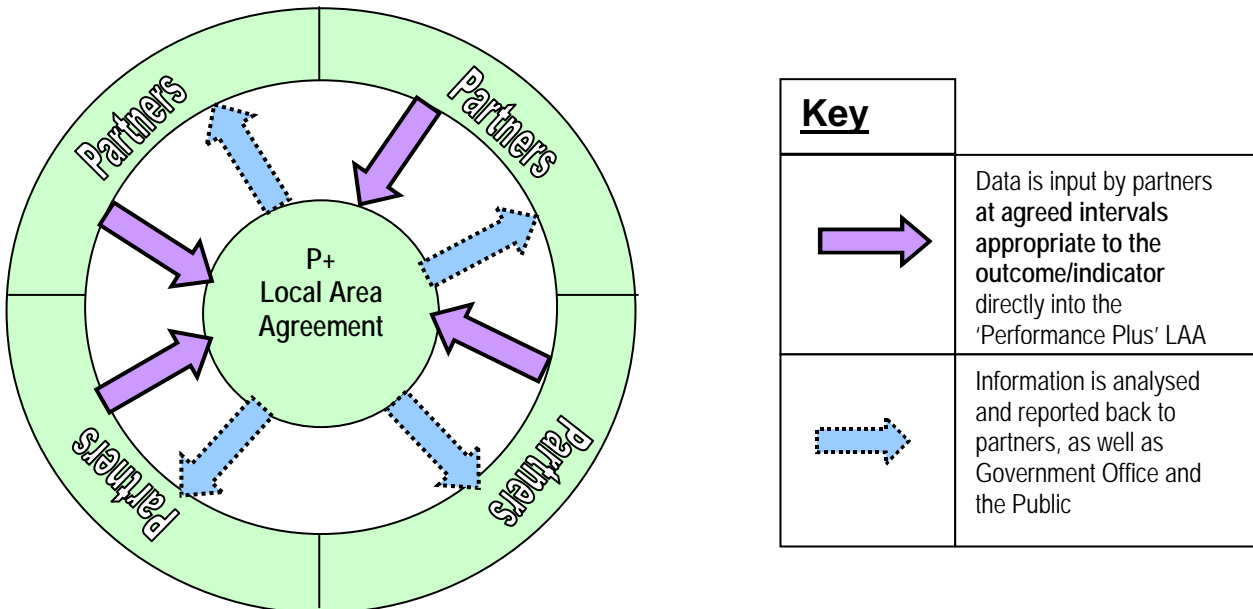
The Warwickshire LAA will be performance managed by the PSB -or its equivalent. Whilst the County Council will conduct the co-ordination of the framework, all partners will have shared and identified responsibilities for performance monitoring, data collection and inputting through a single IT based performance management system. This system will manage performance of the LAA and the need for flexibility

and 'interfacing' between partner's systems therefore is crucial and has been acknowledged by all partners as a requirement during the setting up of the process. It is anticipated that all partner access to the system would be through a web browser system that would be developed in due course.

Co-ordination of the framework at all levels will involve the collation of performance information on a quarterly basis and reporting to the appropriate governance body within the LAA. Quarterly reporting will ensure that issues are addressed (by block, area and county) within the context of:

- Six monthly performance reviews with Government Office
- Financial Planning
- Annual LAA refresh

The collation of information will also involve the highlighting of *under and over performance* together with exception reporting (for more see below). An overview of the system in action is illustrated below:



The Performance Management Framework will address risk assessment and management through the development of the delivery plans which in addition to setting out proposals for implementation-will also set out the identification of risks and what action if any is in place to manage and minimise them. It is envisaged that an update of risks will be presented as part of the quarterly performance reporting system.

“Performance Plus”

To ensure that a consistent, accessible process is established a single IT system (with interfacing capabilities) will be used by the County Council to manage the LAA process. ‘Performance Plus’ will be used as the performance monitoring tool which will facilitate the Performance Management framework and is already employed by the County Council.

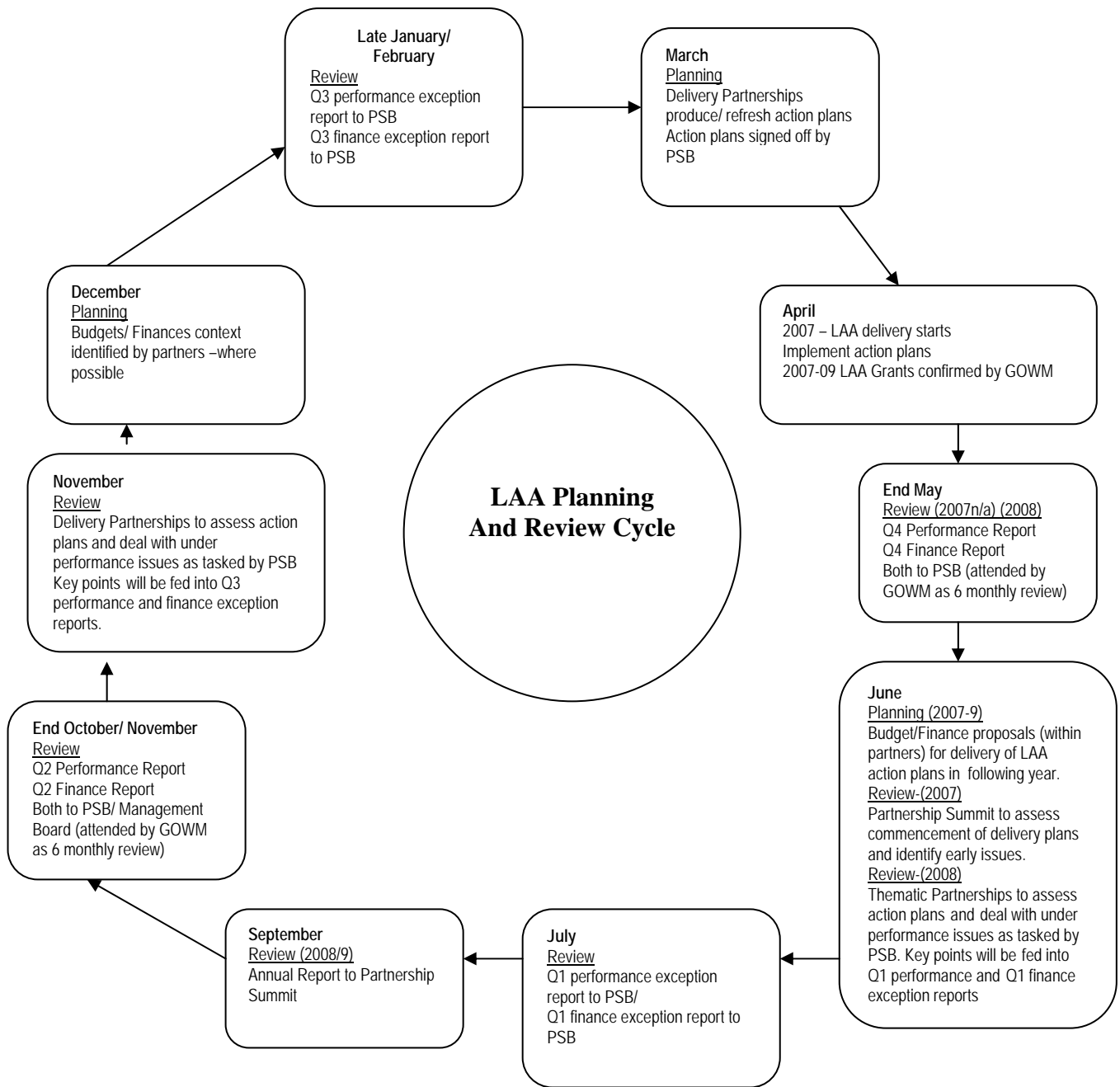
The benefits of using PerformancePlus to performance manage the LAA include:

- A single database and data entry point ensuring the integrity of the data wherever it is reported.
- Potential accessibility across all partnerships in terms of inputting information and viewing performance on-line.
- A clear and understandable way of structuring and reporting performance information to highlight the ‘golden threads’-from an over- arching aim to an individual performance measure.
- A reporting function that is simple to use and can present data in a consistent format that is based on exception and is not cumbersome.
- The ability to investigate the data thoroughly and associate it with the information about the action being undertaken to improve performance.

The model chosen is illustrated in the figure below. Whilst transitional arrangements will be required in the initial phases of the LAA, it is envisaged that eventually partners will manage their contribution to the collection process as well as having the capability to view reports on line. This will ensure that the framework is open, transparent and accessible to all those involved in the implementation of the Local Area Agreement.

For the system to work as outlined, work will need to be undertaken to set up the LAA on the system and make it accessible to partners (including training for users). Whilst it is recognised that a joint approach to the integration of planning cycles with performance management tools would assist in this area-it is appreciated by all partners that this will be achieved over time given the various differences in the structure and nature of respective organisations.

The LAA Cycle



From monitoring performance to managing performance

It has been noted in the introduction that a balance is being sought within the framework between robustness and flexibility. The importance of this approach is emphasised when dealing with performance management of the LAA particularly with the issue of quarterly reporting where measurements for outcomes have yet to be established. In addition to these outcomes there are also those that do not lend themselves to such reporting (i.e. where results are yearly) and for which a series of proxy indicators may need to be established to enable an accurate appraisal of

trends in relation to overall targets. It must also be appreciated that certain milestones within delivery plans will also require reporting to appropriate governance bodies but in a format that whilst different from indicator reporting still falls within the framework for performance reporting.

Whilst this need for flexibility is recognised, it is within the overall context of ensuring that the outcomes contained within the LAA are delivered. It is on this basis that the principle of four week reporting has been agreed by all partners-whereby performance information for any given quarter is examined within four weeks (maximum) of the data being available. Additionally there will be three stages to identifying and addressing under and over performance within the LAA:

Stage 1-Identification

- Under performance of any indicator (zero tolerance application) will be highlighted in the quarterly performance reports to the PSB

Action Required: The relevant lead will be required to identify and undertake remedial action.

Stage 2-Action

- Indicator performs below target for two quarters in a row and does not show a trend toward target levels.

Action Required: Lead officer will be expected to produce and deliver a detailed action plan in order to deal with the identified under performance.

Stage 3-Intervention

- Under-performance persists despite remedial action.

Action Required: The PSB will consider and implement further remedial action such as:

- Review in detail the underlying issues that are contributing to the under-performance.
- Review why existing remedial action has not worked
- If necessary. reallocate appropriate resource in order to deal with underperformance
- Consider and propose alternative solutions.
- For LAA targets- there will be a provision to invoke a change control process with proposed target changes through negotiations with GOWM and the 'annual refresh' process.

If, at any time, the performance in a particular area is of significant concern to the Board they will have the ability to fast track the above process. In seeking to address underperformance, the Board will seek to develop a supportive approach, which not only seeks to assist and advise partners where improvements are required but also commend and share good performance and best practice.

10 Resources and Financial Management

We have taken a realistic and pragmatic approach to the inclusion of pooled and aligned funding streams in the first year of this LAA. We have been concerned to ensure that our approach is acceptable and sustainable over the long term and that partner agencies are confident and committed to the work for the lifetime of the agreement.

We have included, as pooled funding, all those funding streams which are automatically pooled in line with the DCLG Guidance of March 2006, in addition to which we will include as pooled funding the Connexions Grant received within the Children and Young People Block.

In all other cases, where we have had the choice to pool, funding streams have been aligned. Those aligned funds which are part of the mainstream budgets of partner agencies are currently subject to ongoing negotiations and clarification since budgets are not yet finalised for 2007/8.

Clear criteria have been developed for aligning other funds and these are:

- The funding must clearly contribute to the achievement of outcomes and targets
- The funding must be subject to financial monitoring by the PSB
- The activity supported by the funding must be subject to the performance management regime set out in section 9.

In the first year of operation of the LAA there is likely to be limited material change in the direction of funding given the commitments that will already have been made by partners.

However, through the first 12-18 months of the life of the LAA it is anticipated that Block Leaders will reconsider the allocation of pooled funding streams for the second and third years of the LAA in order to maximise the potential; for the achievement of outcomes.

Following receipt of recent DCLG Guidance 'LAA Finance Guidance' in early December 2006, we are now considering our approach to the principles and practice relating to Financial Management. Warwickshire County Council as the accountable body for the LAA must ensure that there are appropriate financial governance arrangements in place to manage LAA funding.

11 Local Public Service Agreement

Warwickshire was one of the first authorities to sign a Public Service Agreement in 2001. Building on this, a second PSA was concluded in March 2006 and the targets are integrated as part of the LAA, although they are not for renegotiation through the LAA process.

The table below shows the LPSA2 target areas by reference to the LAA Blocks, and the specific targets, baselines, and allocation of reward element are shown at Appendix Three

Warwickshire LAA Block	Outcome	Indicator
Children & Young People	Educational Achievement	<p>Increased PSE performance in selected schools at Foundation Stage</p> <p>Increased Communication, Literacy and Language performance in selected schools at Foundation Stage</p> <p>Increased attainment at Level 4 Maths and Science in selected Warwickshire schools</p> <p>Increased number of Yr 11 school leavers who achieve 'positive destinations'</p>
	Healthy Schools	<p>Increase in the numbers of schools in Warwickshire attaining the National Healthy Schools Standard</p>
Safer Communities	Reducing Arson	<p>Reduction in:</p> <p>Deliberate Secondary Fires</p> <p>Deliberate Primary Vehicle Fires</p> <p>Deliberate Primary property Fires</p>
	Reducing Road Casualties	<p>Reduction in the number of road casualties killed or seriously injured</p>
	Reducing Crime	<p>Reduced:</p> <p>Violent Crime</p> <p>Burglary</p> <p>Theft of Vehicle</p> <p>Theft from Vehicle</p>

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	Reducing Re-offending	Reduction in young offenders re-offending Increased levels of parents of young offenders supported Increased numbers of victims of young offenders involved in a restorative process
Stronger Communities	None	None
Healthier Communities & Older People	Tackling Poverty Improving the quality of life and independence of older people Promoting Healthier Lifestyles	Increased claimant income for Council tax and Housing Tax Benefits Increase in welfare benefit take up through Warwick District Welfare Rights Project Improved satisfaction levels amongst home care users Reduced deaths from circulatory diseases in Nuneaton & Bedworth
Economic Development & Enterprise	None	None
Climate Change and Environment	Improving the Recycling of Waste	Increase in tonnage of household waste recycled (glass, metals, plastics and textiles)

12 Summary

The remainder of this document focuses on the outcomes that we will be seeking to achieve as partners to improve services for the people of Warwickshire.

The outcomes, we believe, reflect the key priorities that people have told us over recent years and where we think that we can make a real difference through innovative collaborative working.

Where possible, outcomes are identified not only in terms of LPSA 2 and mandatory but also how they will (either through themselves or through delivery planning) to address cross cutting issues and the overall vision for the LAA which is:

Listening to Warwickshire
Narrowing the Gap
Improving Access to Public Services

LAA-Outcomes, Indicators, Baselines, Targets and Funding Streams

20th November 2006

Children and Young People

Safer Communities

Stronger Communities

Healthier Communities and Older People

Economic Development and Enterprise

Climate Change and Environment

The Outcomes at a Glance

Block	Outcomes
Children and Young People	CYP 1- School travel advisors**, CYP 2- Teenage Pregnancy**, CYP 3- Childhood obesity, CYP 4-Infant mortality, CYP5-Healthy Schools*, CYP6-Enhanced Support Services, CYP7-Fear of crime, CYP 8-Child Protection, CYP9-Looked After Children, CYP10-Educational Attainment*, CYP 11-Vocational curriculum, CYP12-Educational Attainment*, CYP13-Key Stage 5*, CYP 14-Exclusions, CYP15-Educational Attainment*, CYP 16-Education, Employment and Training**, CYP17-Positive destinations*, CYP18-Direct Payments, CYP 19-Children Centres/Extended Schools, CYP 20-Influencing and Developing Services
Safer Communities	Sa1-Reduce Crime***, Sa2-Reduce reoffending***, Sa3-Reduce Domestic Violence, Sa4-Reassure the Public**, Sa5-Reduce Race Hate Crime, Sa6-Build Respect**, Sa7-Reduce harm caused by alcohol, Sa8-Reduce harm caused by drugs**, Sa9-Fire Safety*, Sa10-Road Safety*
Stronger Communities	St 1-Community Empowerment**, St 2-Access to facilities, St 3-Fair tolerant and cohesive communities**, St4-Affordable Housing
Healthier Communities and Older People	HCOP1-Reduce health inequalities**, HCOP2-Supporting People**, HCOP3-Tackling Poverty*, HCOP4-Promoting Healthier Lifestyles*, HCOP 5-Independence and Choice for Older People*
Economic Development and Enterprise	Ec1-Competitiveness, Ec2-Enterprise and Innovation, Ec3-Skills, Ec4-Employment
Climate Change and Sustainability	E1-Reduce Greenhouse Gas Emissions, E2-Renewable Energy/Energy Efficiency, E3-Transport and Carbon Emissions, E4-Waste and Recycling***, E5-Quality of Built Environment, E6-Quality of infrastructure, E7-Sustainable Land Use, E8 Liveability, E9 Woodland, E10-Flooding

*LPSA 2 related outcome/indicator

**Mandatory Indicator

*** Both LPSA2 and Mandatory

Children and Young People

Block Leader

Marion Davis-Strategic Director for Children Young People and Families (Warwickshire County Council)

Vision

To improve the lives of children, young people and their families who live in Warwickshire by delivering significant improvements in children and young people's quality of life and the life chances of those currently disadvantaged

Linkages with LAA Themes

Listening to Warwickshire: The development of this block is heavily based on the Children and Young People Plan which in itself was subject to extensive consultation amongst children, young people and their families

Narrowing the Gap: Addressing inequalities in the County is a major theme throughout this block. Of the 20 outcomes contained in this block at least 5 make explicit reference to narrowing the gap: CYP 2 (teenage pregnancy), 4 (infant mortality), 10/12/15 (educational attainment). Narrowing the Gap is also implicit in many to the other outcomes such as promoting health and reducing fear of crime (particular issues in the north of the county) and improving access to services through extended school, children centres and enhanced support networks.

Access to Services: Access to services is central to the delivery of this block. Key outcomes in this regard are CYP 19-20 which seek to establish Children Centres, Extended Schools and offer opportunities for participation and the influencing of services. Achieving these outcomes will also assist in improving access issues in relation to the other outcomes contained within this block and elsewhere within the LAA.

NB: Most of the outcomes contained within this block contain no contributors. However recognising that the LAA provides an opportunity for collaborative working; the identification of such opportunities will be integral to the delivery planning process.

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Be healthy							
(CYP 1) School Travel Advisers– Modal Share in travel to school (replaced by mandatory indicator as agreed with DfT)	Number of schools with an approved school travel plan	125	173	221	270	WCC	
(CYP2) Address Teenage Pregnancy– Reduction in the under 18 conception rate	Mandatory (Reduction in under 18 conception rate in Warwickshire relative to the 1998 baseline by 50% by 2010)	15%	26%	38%	50%	WCC	
(CYP3) Halt the increase in childhood obesity in under 11's by 2010 measured at Year 6	Percentage increase of children with obesity	Average obesity levels in Warwickshire in 2006 are 16.5% males and 12.5%females in year 6	17% male 13% female	17.5% male 13.5% female	17.5% male 13.5% female	PCT	

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Be Healthy							
(CYP4) A reduction in the gap between Nuneaton and Bedworth and England Infant mortality rates from 24% to 12%	The ratio of Nuneaton and Bedworth to England mortality rates derived from chod.nhs.uk	Nuneaton and Bedworth 6.3 England 5.1 Ratio 124 based on 2003-5 data	120	116	112	PCT	
(CYP5) Increase number of healthy schools status	The percentage of schools achieving healthy schools standard.	50%	65%	88%	95%	WCC	Schools, PCT, Learning providers

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Stay Safe							
(CYP 6) Improved outcomes for children young people and families through the development of a Enhanced Support Services network	Provide a county-wide network of enhanced support aimed at early intervention, building resilience and protective factors for families.	0 % of Warwickshire has access to ESS and Lead Professional	50% of Warwickshire has access to ESS and Lead Professional	70%of Warwickshire has access to ESS and Lead Professional	100%of Warwickshire has access to ESS and Lead Professional	WCC	
(CYP 7) Reduce the fear of crime experienced by young people	Annual Survey will assess present level	From youth forums and other established groups in January 2007	5% reduction in baseline	10% reduction in baseline	15% reduction in baseline	WCC.	
(CYP 8) Increase the number of core assessments recorded for children on the child protection register	Percentage of children on the child protection register	80%	85%	90%	95%	WCC	

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Staying Safe							
(CYP 9) Reduce the numbers of Looked After Children	Numbers of looked after children	41.2 per 10,000 population	37 per 10,000 population	36.5 per 10,000 population	36 per 10,000 population	WCC	

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Enjoy and Achieve							
(CYP 10) Develop the educational achievements of young people in Warwickshire with particular attention to defined communities. KS4	5+ A-C or equivalent (uncapped)	64%	66%	68%	71%	WCC	
	5+A-C including English and Maths (uncapped)	51%	53%	56%	60%	WCC	
	Average Points Scored (Capped)	302	307	315	322	WCC	

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Enjoy and Achieve							
(CYP 11) Personalised/ vocationally related curriculum Increase the attainment at Level 2 and Level 3 for 16+ students	% of 16 year olds achieving a vocational qualification to at least Level 1	36%	41%	45%	50%	WCC	
	% of 19 year olds achieving Level 2	70%	73%	75%	78%	LSC	
(CYP 12) Close attainment gap for disadvantaged groups							

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Enjoy and Achieve							
(CYP 12a) Nuneaton and Bedworth plus other SOA's in 30% criteria	Capped Average total points score (per pupil) in the top 30% most deprived SOA's – KS4 (04/05 academic year)	236.2 (04/05 academic year)	260 (05/06 academic year)	273 (06/07 academic year)	291 (07/08 academic year)	WCC	
(CYP12b) Attainment of Looked After Children	Percentage of children receiving 1 A-G	86.8% (04/05 academic year)	90% (05/06 academic year)	91.4% (06/07 academic year)	94% (07/08 academic year)		
(CYP12c) Attainment of Afro-Caribbean Children	Capped Average total points score (per pupil)-KS4	244.5 (04/05 academic year)	260 (05/06 academic year)	275 (06/07 academic year)	291 (07/08 academic year)		
(CYP12d) Attainment of mixed heritage Children	Capped Average total points score (per pupil)-KS4	301.8 (04/05 academic year)	305 (05/06 academic year)	309 (06/07 academic year)	313.1 (07/08 academic year)		
(CYP 13) 12* Increased Key Stage 5 Achievement	Percentage of students achieving level 3	48%	51%	54%	58%	LSC	

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Enjoy and Achieve							
(CYP14) Reduce the level of permanent and fixed term exclusions from schools in Warwickshire-particular vulnerable groups to be selected in each of the 5 areas of Warwickshire	Reduce to 50% of present and 80% for selected vulnerable groups in particular areas of the county (tbc)	Fixed 3132 Permanent 119	Fixed 2632 Permanent 100	Fixed 2132 Permanent 80	Fixed 1566 Permanent 60	WCC	

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Enjoy and Achieve							
(CYP15) Develop the educational achievements of young people in Warwickshire with particular attention to defined communities						WCC, Learning providers, Voluntary Sector, PCT, Schools	
(CYP15a) 8* Increase PSE performance at Foundation Stage	Number of children achieving level 6 or above at Foundation Stage in PSE	88.80% 561 pupils in participating schools (2005)	91.30% extrapolated for 06/07 academic year	93.90% extrapolated for 07/08 academic	96.4% (474 pupils) by end of LPSA period in participating schools		

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Enjoy and Achieve							
(CYP15b) 9* Comm/li t/lang foundation Stage	Number of children achieving level 6 or above at Foundation Stage in CLL	68.7% 434 pupils in participating schools (2005)	72.3% Extrapolated for 06/07 academic year	75.8% Extrapolated for 07/08 academic year	79.4% 391 pupils by end of LPSA period in participating schools	WCC, Learning providers, Voluntary Sector, PCT, Schools	
(CYP 15c) Key Stage 2 Level 4	Enhanced attainment at Key Stage 2 in English, Maths and Science	75% (04/05 academic year)	78% (06/07 academic year)	81% (07/08 academic year)	84.25% (08/09 academic year)		
English		76% (04/05 academic year)	79.75% (06/07 academic year)	83.5% (07/08 academic year)	87.25% (08/09 academic year)		
10* Maths		88% (04/05 academic year)	90.42% (06/07 academic year)	92.83% (07/08 academic year)	95.25% (08/09 academic year)		
118 Science							

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Achieve Economic Well Being							
(CYP 16) Reduce the percentage of 16-18 year olds not in education, employment or training	Mandatory Percentage of 16-18 year olds not in education, employment or training	5.6% (baseline based on Nov 04-Jan 05)	5.6% (target based on period Nov 07-Jan 08)	5.2% (target based on period Nov 08-Jan 09)	4.8% (target based on Nov 09-Jan 10)	WCC, Connexions, LLSC, Learning providers, Vol. sector. Schools, Chamber	
(CYP 17) Improving positive destinations	% of Year 11 Leavers who are in positive destinations at November following completion of Statutory education in July	93.6% 05/06	94.5% 06/07	95% 07/08	96.5% stretched 95.5% unstretched By the end of LPSA period (08/09)	WCC, Connexions, LLSC, Learning providers, Vol. sector. Schools, Chamber	

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Achieve Economic Well Being							
(CYP 18) Increased levels of direct payments	Increase the level of direct payment for family support to disabled, children, young people and carers of disabled children	20	25	30 carers plus 6 16/17 year olds	40 carers plus 10- 16/17 year olds	WCC	
(CYP 19) Increased access to local services for children, young people and families	Number of children centres opened and delivering full core offer of integrated services	13 designated	34 designated by March 2008	Phase 3 not yet determined for 2008-10-further guidance awaited from Dfes		WCC	
	Percentage of schools offering extended services	37% 95 schools	43% 111 schools	80% 206 schools		WCC	

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Make a Positive Contribution							
(CYP 20) Increase the participation of children, young people and families in influencing the development and evaluation of services	The percentage of services that are represented on the strategic partnership executive who achieve the National "Hear by Right" standard or Warwickshire award for achievement	0%	30%	60%	100%	ALL Warwickshire CYPP members	

Children and Young People			
Funding streams contributing to outcomes			
	2007/08	2008/09	2009/10
Funding Stream	£000 (1)	£000 (1)	£000 (1)
Pooled Funding			
Children's Services Grant	1,337	tbc	tbc
Key Stage 3 – Behaviour and Attendance	126	tbc	tbc
Key Stage 3 – Central Coordination	259	tbc	tbc
Positive Activities for Young People	159	tbc	tbc
Primary Strategy Central Coordination	236	tbc	tbc
School Travel Advisers	71	tbc	tbc
School Development Grant (Local Authority retained element only)	1,063	tbc	tbc
Connexions	4,100	4,100	tbc
Total Pooled	7351	4,100	0
Decision to Align or Pool			
Extended Schools (Standards Fund)	818	tbc	tbc
Education Health Partnership	105	tbc	tbc
Teenage Pregnancy Grant	187	tbc	tbc
Children's Fund	951	tbc	tbc
School Improvement Partners	167	tbc	tbc
Sure Start *(special conditions apply if pooled)	7447	tbc	tbc
Decision to Align	9675	0	0

Aligned Funding			
Child and Adolescent Mental Health Services Funding	547	tbc	tbc
LA Music Services	1,232	tbc	tbc
Learning and Skills Council (alignment only at present) - CYP element	0	tbc	tbc
(3) Young Peoples Substance Misuse Partnership Grant	tbc	tbc	tbc
Youth Opportunity Fund	99	tbc	tbc
LPSA 2 Projects -			
- Improve Educational Attainment	40	40	0
- Improve Educational Attainment KS2 Dance & Music	35	30	0
- Healthy Schools	39	21	0
- Improve educational attainment - Improving Destinations	100	0	0
Total Aligned	2,092	91	0
Mainstream Funding	tbc	tbc	tbc
(4)Other funding streams being investigated -			
Total Mainstream	tbc	tbc	tbc
TOTAL FUNDING	17,500	4,191	tbc

Notes

- (1) Please note that the funding for 2008/09 and 2009/10 appears less than 2007/08 as the actual level of funding for these years has yet to be confirmed.
- (2) Does not include funding where amounts are not yet known.
- (3) Hosted in this block but relevant across other blocks
- (4) Mainstream funding supporting the overall outcomes of this block, will be developed further at the delivery planning stage

Safer Communities

Block Leader

Andy Parker- Deputy Chief Constable (Warwickshire Police)

Vision

'To create safe communities through the reduction of crime and the promotion of safety. To develop the basis for strong stable communities by reassuring the public and fostering the conditions that develop respect'

Linkages with LAA Themes

Listening to Warwickshire: This block is based predominantly on national mandatory targets. The Warwickshire Community Safety Partnership and Drug and Alcohol Action Team through regular meetings have sought to localise the targets through focus on those areas which residents of Warwickshire have consistently fed back as being priorities. These mainly relate to addressing the fear of crime, providing effective support to victims and providing the basis for stable communities through the respect agenda.

Narrowing the Gap: Narrowing the gap is an underlying theme for the block as all ten targets will only be achieved through the prioritisation of focus and resources to those areas where need is most. Specific reference can also be found in outcomes Sa 3-5 where particular focus is given to address the needs of domestic violence, race hate and the perception of crime amongst both the young and older people.

Access to Services: Outcomes relating to this vision are most marked in the provision of treatment to those at harm through alcohol and drug misuse. Extra support is also identified for specific victims of crime (domestic violence/hate) and the parents of young offenders and outcomes relating to the levels of fear of crime.

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Reduce Crime							
(Sa1) Reduce overall crime-Mandatory	Reduce overall BCS crime	2003/4 baseline: 28519	Reduce overall crime by 15.9%:23981	Inclusion when next PSA targets negotiated	Inclusion when next PSA targets negotiated	CDRP	Police, Councils, Probation, YOT
	Number of offences brought to justice as % of crime	Baseline 2001/2 2006/7 target:10384	11,000			LCJB	Police, Councils, Probation, YOT

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Reduce Crime							
(Sa2) Reduce the proportion of adult and young offenders and PPO's who reoffend – Mandatory	Reduction in young offenders re-offending	Baseline 2005 37% young offenders reoffend	Reduce to 35% (LPSA2)	Reduce to 33.3%	tbc	YOT	Police, Councils
	Increased levels of parents of young offenders supported	Baseline 30 parents in 2005	55 parents supported (LPSA2)	100 parents supported	tbc	YOT	Police, Councils, vol. sector
	Increased numbers of victims involved in a restorative process	Baseline 50 victims of youth crime	60 victims of youth crime (LPSA2)	75 victims of youth crime	tbc	YOT	Police, Councils, vol. sector
	Young people entering the youth justice system	Baseline 2005/6 619 (reduce by 5% 2006/7:585	Reduce by 7%: 575	Reduce by 9%:563	By 10% to 507	YOT	Police, Councils, CPS, Courts

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Reduce Crime							
(Sa2) Reduce the proportion of adult and young offenders and PPO's who reoffend – Mandatory	Reduce recorded convictions of 25 identified PPO's	Baseline to be determined. Convictions per individual in 12 months before becoming PPO	Reduce PPO convictions by 15%	Reduce PPO convictions by 15%	tbc	Probation	Police, Councils, CPS, Courts
	Reduction in number of adult offenders reoffending	National re-offending measures under development. Locally 61% of community licences terminate successfully	Increase by 2.5% to 63.5%	Increase by 2.5% to 66%	Increase by 2.5% to 68.5%	Probation	Police, Councils, CPS, Courts

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Reduce Crime							
(Sa3) Reduce the incidence of Domestic violence:	Increase the number of DV incidents reported	Baseline 2005 of 3945	Increase number by 5% to 4042	Increase by 5% to 4244	Increase by 5% to 4456	WCC	Police, Vol Orgs Probation
	Increase the number of perpetrators charged, going to court and convicted	Baseline 150 (estimate-2005)	Increase number by 5% to 158	Increase number by 5% to 164	Increase number by 5% to 172	WCC	Police, Councils, Vol Orgs, CPS, Courts, Probation
	Reduce the number of repeat perpetrators	Baseline 2005 of 771 arrests	Reduce the number by 5% to 732	Reduce the number by 5% to 695	Reduce the number by 5% to 660	WCC	Police, Councils, Vol Orgs, CPS, Courts, Probation
	Reduce the number of young people living with DV in their usual residence	Baseline 1200 estimate	Reduce by 5% to 1140	Reduce by 5% to 1083	Reduce by 5% to 1137	WCC	Police, Councils, Vol Orgs, CPS, Courts, Probation

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Reassure the Public and Develop Respect							
(Sa4) Reassure the Public, reducing the fear of crime-Mandatory Reduce the number of younger and older victims Provide appropriate support to all victims and witnesses	Reduce the fear of crime by 2% year on year	Baseline 2003/4:55%	Reduce by 2% to 47%	Reduce by 2% to 45%	Reduce by 2% to 43%	CDRP's	Police, Councils
	Increase the number of victims of crime where offender is charged, who feel effectively supported	Baseline 95%	97%	Maintain 97%	Maintain 97%	VIP	Police, Councils, Vol Orgs, Probation, CPS, Courts
	Reduce the number of young people (under 18) who have been the victim of recorded crime	Baseline 2005/6 to 3408	Reduce by 5% to 3338	Reduce by 5% to 3083	tbc	WCC	Police, Councils, Vol orgs, YOT, CPS, Courts
	Reduce the number of older people over 65 who have been the victim of a recorded crime or ASB	Baseline 2005/6:2600	Reduce by 5% to 2470	Reduce by 5% to 2346	tbc	WCC	Police, Councils, Vol orgs, Probation, CPS, Courts

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Reassure the public and develop respect							
(Sa5) Reduce the incidence of Hate Crime	Increase the number of race hate incidents reported	Baseline 2005/6:484	Increase by 5% to 508	Increase by 5% to 533	tbc	CDRP	Police, Councils, Vol Orgs
	Reduce the number of repeat perpetrators	Baseline 25 offenders (29 offences)	Reduce by 5% to 24	Reduce by 5% to 23 offenders	tbc	CDRP	Police, Councils, Vol Orgs, Probation, CPS, Courts

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Reassure the public and develop respect							
(Sa6) Build Respect in communities and reduce ASB-Mandatory	Increase the number of people who feel informed about what is being done to tackle ASB in their areas	Baseline Best Value Survey-presently underway-results 15 th Jan 2007	Increase by 3%	tbc	tbc	CDRP's	Police, Councils
	Increase % of people who feel that parents in their local area are made to take responsibility for the behaviour of their children	Baseline Best Value Survey-presently underway-results 15 th Jan 2007	Increase by 3%	tbc	tbc	CDRP's	Police, Councils
	Increase % of people who feel that people in their area treat them with respect and consideration	Baseline Best Value Survey-presently underway-results 15 th Jan 2007	Increase by 5%	tbc	tbc	CDRP's	Police, Councils
	Reduce people perceptions of ASB	Baseline 2003/4 37.9% (2005-06 26.5%) Anticipated baseline for 2006/07 is 23.5%	Reduce by 3% to 20.5%	Reduce by 2% to 18.5%	Reduce by 1.5% to 17%	CDRP's	Police, Councils

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Reduce Harm and Promote Safety							
(Sa7) Reduce the harm caused by alcohol	To increase the number of adults and young people who are moderately and severely alcohol dependant accessing specialist treatment and care services	Baseline 492	Increase to 615	tbc	tbc	DAAT	Police, Councils, Vol Orgs, Health, Probation
	To increase the number of adult and young people who are drinking harmfully accessing information and advice and where appropriate, brief intervention services	Baseline 1072	Increase to 1600	tbc	tbc	DAAT	Police, Councils, Vol Orgs, Health, Probation

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Reduce harm and promote safety							
(Sa7) Reduce the harm caused by alcohol	Reduce alcohol related violence	1758 (2005/06)	Reduce by 5% to 1670	Reduce by 5% to 1587	Reduce by 5% to 1508	CDRP's	Police/Councils Probation
(Sa8) Reduce the harm caused by illegal drugs; reduce the perception of local drug dealing and drug use as a problem-Mandatory	Reduce the perceptions of local drug dealing and drug use as a problem	Baseline end 19.9%-2005	Reduce by 5%to 18.9%	tbc	tbc	CDRP	Police, Councils, Vol Orgs, Health Probation
	To increase the number of people entering treatment	Baseline 1150	Increase to 1500	tbc	tbc	DAAT	Police, Councils, Vol Orgs, Health Probation

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Reduce harm and promote safety							
(Sa9) Increase domestic fire safety- Reducing Arson– LPSA2	Increase domestic fire safety through home fire risk assessments.	3350 -2006/7	3350	tbc	tbc	WCC	Councils
	Reduction in deliberate secondary fires	1208	1170	1132	tbc	WCC	Police, Councils
	Reduction in deliberate primary vehicle fires	465	461	458	tbc	WCC	Police, Councils
	Reduction in deliberate primary property fires	163	159	156	tbc	CDRP	Police, Councils
(Sa10) Reduction in road casualties	Reduction in the number of road casualties- people killed or seriously injured (KSI) in a calendar year	Average of 2000-4 of 562 annually	472 KSI	426 KSI	tbc	WCC	Road Safety Partnership, Councils, Police

Safer Communities			
Funding streams contributing to outcomes			
	2007/08	2008/09	2009/10
Funding Stream	£000 (1)	£000 (1)	£000 (1)
Pooled Funding			
<u>SSCF</u>			
Anti-Social Behaviour Grant	125	tbc	tbc
Safer & Stronger Communities Fund	tbc	tbc	tbc
Drugs Strategy Partnership Support Grant	tbc	tbc	tbc
Total Pooled	125	0	0
<u>Aligned Funding</u>			
Basic Command Unit	355	tbc	tbc
Crime Fighting Fund	1,685	tbc	tbc
Drug Interventions Programme (Drug testing and workforce elements)	tbc	tbc	tbc
Neighbourhood Policing Fund	2,513		
DAAT Pooled Treatment Budget Revenue	tbc	tbc	tbc
DAAT Pooled Treatment Budget Capital	tbc	tbc	tbc
LPSA 2 - Reduce Crime & Fear of Crime Project	125	0	0
LPSA 2 - Reduce Arson	43	43	0
LPSA 2 - Improve Road Safety	44	48	0
LPSA2 - Reduce Re-Offending	48	48	0
Drug Interventions Programme Capital Grant	tbc	tbc	tbc
Pooled Treatment Budget (Capital)	tbc	tbc	tbc

Rugby District CSO	tbc	tbc	tbc
Stratford District CSO	tbc	tbc	tbc
Total Aligned	4,813	139	0
Mainstream Funding			
Police Funding	tbc	tbc	tbc
Probation	tbc	tbc	tbc
YOT	tbc	tbc	tbc
DAAT Contribution to Adult Drug Treatment	79	0	0
DAAT Reducing the harm of alcohol	0	0	0
WCC Anti-Social Behaviour Funding	36	36	36
WCC Domestic Violence	100	100	100
Total Mainstream	215	136	136
TOTAL FUNDING	5152	275	136

Notes

(1) Please note that the funding for 2008/09 and 2009/10 appears less than 2007/08 as the actual level of funding for these years has yet to be confirmed.

(2) Does not include funding where amounts are not yet known.

(3) Mainstream funding supporting the overall outcomes of this block, will be developed further at the delivery planning stage

Stronger Communities

Block Leader

Chris Elliott-Chief Executive (Warwick District Council) on behalf of both Warwick District Council and Stratford District Council

Vision

‘ Creating strong stable and cohesive communities through the empowerment of people to have a greater say on how they are governed and services are provided. To create the environment where people of all backgrounds can access the services they require within an overall atmosphere of tolerance and diversity’

Linkages with LAA Themes

Listening to Warwickshire: Whilst the mandatory target of empowering communities underpins the entire block, the inclusion of other outcomes has been based on the geographical and largely rural nature of Warwickshire and feedback from our residents, which emphasises the importance of facilities and access to services. As with many other parts of the UK in recent years, the issue of affordable housing-particularly in the South of the County is one that resonates with local people and features in many of the existing community strategies.

Narrowing the Gap: Whilst the underlying vision for the Warwickshire LAA is narrowing the gap-it is within this block that the foundations of reducing inequalities are addressed through the four outcomes of empowering communities, promoting access to facilities and services, community cohesion and inclusion and seeking to meet local housing needs.

Access to Services: Access to Services and influencing the way in which they are delivered are key tenets of this block. Moreover this block makes explicit the issue that some groups and individuals find it harder to access services than others and seeks to address these issues through key outcomes relating to community facilities and services and through community cohesion.

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Community Capacity and Participation							
(St1) Empower local people to have a greater choice and influence over local decision making and a greater role in public service deliver – Mandatory	Percentage of residents who feel they can influence decisions affecting their local area – Mandatory	Baseline information available early Jan 2007-targets to be developed by 29 1 07				WCC	DC's, WALC, WRCC
	An increase in the number of people 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 – Mandatory	Baseline information available early Jan 2007-targets to be developed by 29 1 07				WCC	CWIC VCS WCC DC's PCT

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Community Capacity and Participation							
(St1) Empower local people to have a greater choice and influence over local decision making and a greater role in public service deliver – Mandatory	No. of voluntary and community organisations and Town and Parish Councils with recognised quality standards	Baseline information available early Jan 2007-targets to be developed by 29 1 07				CWIC	WCC DC's VCS WALC T&PCs

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Community Facilities and Services							
(St2) Vibrant communities where people are likely to access facilities, services and amenities locally and participate in community life through shared activities such as learning, sports, arts and volunteering	Number of integrated services actively delivered jointly by 2 or more partners at the first contact	1	5	10	15	WDP	DC's WCC Police PCT
	% of people who find it easy to access essential community facilities and areas (by category and area)	Baseline to be established by 31/3/07 and targets for 2007-10 to be agreed by 30/6/07				WCC	DC's PCT FE VCS
	% of people who participate in leisure sports and cultural activities-with focus on under represented groups	Baseline to be established by 31/3/07 and targets for 2007-10 to be agreed by 30/6/07				DC (tbd)	DC's WCC VCS WREP WSP

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Community Cohesion and Inclusion							
(St3) Create fair, tolerant and cohesive communities	% of people who feel their local area is a place where people from different backgrounds get on well together Mandatory	Baseline information available early Jan 2007-targets to be developed by 29 1 07	Establish baseline			WREP	DC's WCC Police VCS
	% of residents who feel that there is unfair discrimination in provision of public services	Baseline to be established by 31/3/07 and targets for 2007-10 to be agreed by 30/6/07	Establish baseline			DC (tbd)	WCC DC's WREP PCT

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Affordable and Appropriate Housing							
(St4) Meet local housing needs	Numbers of affordable housing units built on land identified as public land/premises	No public land and property register currently exists.	Public Land and Property register established	Release land & premises to enable local targets		WDC	DC's WCC PCT Police RSL/s FE/Univ
	No. of homelessness cases resolved through the actions/interventions of two or more agencies.	Baseline to be established by 31/3/07 and targets for 2007-10 to be agreed by 30/6/07				DC (tbd)	WCC VCS DC's

Stronger Communities			
Funding streams contributing to outcomes			
	2007/08	2008/09	2009/10
Funding Stream	£000 (1)	£000 (1)	£000 (1)
Pooled Funding			
Aggregates Levy Sustainability Fund	tbc	tbc	tbc
Safer & Stronger Comm. Fund - not for 2007/8 but potential call on this funding stream beyond 2007/8	0	tbc	tbc
Total Pooled	0	tbc	tbc
Decision to Align rather than Pool			
Rural Bus Subsidy Grant	tbc	tbc	tbc
Total Decided to Align	0	0	0
Aligned Funding			
Rural Social and Community Programme	180	tbc	tbc
Defective Housing Grant	86	tbc	tbc
Housing Revenue Account Subsidy -Affordable Housing	tbc	tbc	tbc
Element			
Total Aligned	266	0	0
Mainstream Funding			
Decent Homes	tbc	tbc	tbc
Homelessness Grant	tbc	tbc	tbc
Council Tax Benefit /DWP benefits	tbc	tbc	tbc
Community Safety Officers	tbc	tbc	tbc
Area Committee Servicing Costs	tbc	tbc	tbc
Total Mainstream	0	0	0
TOTAL FUNDING	267	0	0

Notes

(1)Please note that the funding for 2008/09 and 2009/10 appears less than 2007/08 as the actual level of funding for these years has yet to be confirmed.

(2)Does not include funding where amounts are not yet known.

(3)Mainstream funding supporting the overall outcomes of this block, will be developed further at the delivery planning stage

Healthier Communities and Older People

Block Leader

David Rose-Chief Executive-Warwickshire PCT

Vision

'To reduce health inequalities throughout the county and promote healthier lifestyles for all with particular attention to the need for independence and choice amongst older people'

Linkages with LAA Themes

Listening to Warwickshire: Outcomes have been developed through joint meetings of Older People's Forum and Health Improvement and Well-Being Group thereby ensuring that outcomes have resonance with the needs of resident in Warwickshire where health and the needs of older people have consistently been deemed as priorities. This is evidenced by the fact that Healthy lifestyles and preventative services feature as local health improvement priorities at both Borough/District and County level.

Narrowing the Gap: All five outcomes within the block can be linked to narrowing the gap in Warwickshire. Reducing Health inequalities (HCOP 1) and Promoting Healthier Lifestyles (HCOP 4) refers specifically to the north-south disparity that exists within the County. Specific support to groups is also evidenced through outcomes relating to Supporting People (HCOP 2) and Independence and choice (HCOP 5).

Access to Services: Improved access to services is implicit in reducing the health inequalities that exist within the county and promoting healthier lifestyles. Increasing the dignity, independence and choice amongst older people is also heavily dependant on promoting ease and equality of access.

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Reduce Inequalities							
(HCOP1) Improve health and reduce health inequalities (Mandatory)	Spearhead area – Reduce health inequalities between the spearhead area Nuneaton & Bedworth and the English population by narrowing the gap in all-age, all-cause mortality	Nuneaton & Bedworth Male 835 Female 603 (Baseline data relates to 2002-2004)	796 543 (relates to 2004-06)	778 564 (relates to 2005-07)	760 708 (relates to 2006-08)	PCT PCT	WCC District/Borough Councils Greater Warks Sport Com/Vol Sector
	To halt the rise in all-age, all-cause mortality between Nuneaton & Bedworth and Warwickshire as a whole	12% (relates to 2002-04)	11.5% (relates to 2004-06)	11.5% (relates to 2005-07)	11% (relates to 2006-08)	PCT	N & B Leisure Trust N & B HLN WCC Borough Council Com/Vol Sector GWS

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Reduce Inequalities							
(HCOP2a) Supporting People – Service users who are supported to establish and maintain independent living (long term services) (Mandatory)	Percentage and number of service users currently receiving a long term service -by locality	(Baseline data Q2 2005-Q1 2006) Frail elderly 1004 Older people with support needs 15077 Physical/Sensory disability 4 LD 372 MH 228 Young People at Risk 3	10% uplift by client group To be moderated based on a more detailed analysis Jan-March 2007			WCC	WCC Commissioning Body Core Strategy Group Providers Service Users

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Reduce Inequalities							
(HCOP2a) Supporting People – Service users who are supported to establish and maintain independent living (long term services) (Mandatory)	Percentage and number of service users currently receiving a flexible/floating support service	(Baseline data Q2 2005-Q1 2006) Complex/Generic Needs 472 Offenders or those at risk 12 Older people with support needs 2 Drug Problems 64 LD 139 MH 454 Single Homeless 146 Teenage parents 51 Domestic Violence 236 Young People at Risk 77	10% uplift by client group To be moderated based on a more detailed analysis Jan-March 2007			WCC	WCC Commissioning Body Core Strategy Group Providers Service Users

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Reduce Inequalities							
(HCOP2b) Supporting People – Service users who have moved on in a planned way from temporary/supported accommodation (short term services) (Mandatory)	Percentage and number of service users currently receiving short term supporting people support services and who have moved on in a planned way. Review will look to enhance split by locality	(Baseline Q2 2005-Q1 2006) Homeless families-47 (64.3%) Offenders or those at risk-6 (85.7%) MH-3 (60%) Single Homeless-65 (48.5%) Teenage Parents-51 Domestic Violence-42 (77.8%)	10% uplift by client group To be moderated based on a more detailed analysis Jan-March 2007	TBA	TBA	WCC	WCC Commissioning Body Core Strategy Group Providers Service Users TBA

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Reduce Inequalities							
(HCOP2b) Supporting People – Service users who have moved on in a planned way from temporary/supported accommodation (short term services) (Mandatory)	Identify the number of individuals accessing advice and support services that prevent individuals and families becoming homeless. To include qualitative feedback, numbers accessing services (by client group and locality.	Establish a baseline following the introduction of the new BVKPI and show against each housing district/borough	10% uplift by client group To be moderated based on a more detailed analysis Jan-March 2007	TBA	TBA	WCC	WCC Commissioning Body Core Strategy Group Providers Service Users TBA

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Reduce Inequalities							
(HCOP3a) Tackling Poverty- Increased claimant income for Council Tax and Housing Benefits (LPSA2) (Countywide Project)	Numbers of claimants on council tax and housing benefit	32,607 as at September 2005		35,868 as at 31 3 2009 (with stretch)		Warwick District Council on behalf of all Warwickshire District & Borough Councils	District & Borough Councils Housing Assoc's Voluntary Sector
(HCOP3b) -Tackling Poverty- Increase in welfare benefit uptake through the Project	Take up welfare benefit	200 as at September 2005		1050 as at 31 3 2009 (with stretch)		Warwick District CAB	Brunswick HLC WDC Regenesis ? The Gap ? Sydni Centre
(HCOP3c) Pension Service(LS) countywide take up campaign	Countywide benefit take up especially through joint working partnerships with the LA's	Contribution to (HCOP 3 a and b) above				The Pension Service (Local Service)-DWP	

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Health promotion							
(HCOP4a) Enable Warwickshire residents to lead healthier lifestyles	Reducing Deaths from Circulatory Disease mortality for Nuneaton & Bedworth per 100,000 population (LPSA2)	114	Without stretch 112 With stretch 109	Without stretch 111 With stretch 104	Without stretch 109 With stretch 99	Nuneaton and Bedworth Leisure Trust	N & B HLN Age Concern Warks. PCT George Eliot Hos WCC Borough Council Cardiac Network
	Increase percentage of people consuming 5 or more portions of fruit and vegetables each day	21.5% Data from local annual Warwickshire Survey	22%	22.5%	23%	PCT Warwickshire Food for Health Group	Multi Agency Warwickshire Food for Health Group N & B HLN
	Increase percentage of adults undertaking a minimum of 30 mins of moderate intensity physical activity 5 or more times per week	26.1% Data from local annual Warwickshire Survey	27.1%	28.1%	29.1%	Warwickshire Physical Activity Strategy Group	Multi Agency Warwickshire Physical Activity Group including GWS

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Health promotion							
(HCOP4a) Enable Warwickshire residents to lead healthier lifestyles	Reduce Tobacco consumption through: A Monitoring number of 4 week quitters through the Warwickshire NHS Stop Smoking Service	2736 (2005/06 actual) 3770 target	4250	4335 (tbc)	4423 (tbc)	PCT Smoke Free Warwickshire	Multi Agency Smoke Free Warwickshire Group Multi Agency Smoke Free Warwickshire Group District and Borough Council environmental health dept. supported by Multi Agency Smoke Free Warwickshire Group
	B Monitoring the number of effective partnerships developed with businesses preparing to go smoke free by 1/7/07 in compliance with legislation	120	250	Not applicable	Not applicable	PCT Smoke Free Warwickshire	
	Monitoring follow up of non-compliant organisations following smoke free legislation	0	90% of local target	95% of local target	100% of local target	Warwick DC on behalf of all District and Borough Councils	

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Health promotion							
(HCOP4b) Enable Warwickshire residents to lead healthier lifestyles	No of Older People accessing low level emotional support services.	Baseline of 2813 (befriending) and 106 (counselling) using Age Concern Warks Counselling and Befriending Services data of the mean of three years	+10% year on year	+10% year of second year target	+10% year of third year target	tba	MIND, Mental Health Trust, Age Concern Warwickshire, PCT, OPSPB

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Health promotion							
(HCOP4c) Enable Warwickshire residents to lead healthier lifestyles Provide emotional health support to people in the workplace. Initially statutory agencies across Warwickshire then rolled out to other employers	No. of statutory organisations with stress and emotional health support written into an agreed policy covering the recommended content	Baseline to be established by 31/3/07 and targets for 2007-10 to be agreed by 30/6/07	Establish baseline and agree policy template and training packages and support policy development	50% on baseline for statutory sector	100% on 2008-09 for statutory sector	PCT	PCT Cov. & Warks. Partnership Trust WCC District/Borough Councils Police Acute Hospital Trusts
	No. of training sessions on managing stress and emotional health support offered to managers in the workplace to support policy	Baseline to be established by 31/3/07 and targets for 2007-10 to be agreed by 30/6/07	First year to audit current position and agree content of policy and training package and support policy development	35% of local target	75% of local target	PCT	PCT Cov. & Warks. Partnership Trust WCC District/Borough Councils Police Acute Hospital Trusts
	No. of awareness raising training sessions offered to frontline staff on mental health (e.g. reception staff)	Baseline to be established by 31/3/07 and targets for 2007-10 to be agreed by 30/6/07	Establish baseline	50% of local target	90% of local target	PCT	PCT Cov. & Warks. Partnership Trust WCC District/Borough Councils Police Acute Hospital Trusts

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Older People							
(HCOP5) Increase the dignity, independence choices and quality of life of older people	Improved satisfaction levels amongst home care users (LPSA2)	61.4% To be established by Base Line Survey (February 2006)	65%	67%	69.5%	WCC	
	Increased proportion of older people supported to live in their own homes	6431	6520	6605	6690	WCC	
	Reduced number of avoidable emergency hospital admissions through Chronic conditions usually managed in primary care which include diabetes and COPD	Standardised rate 148/100,000 persons (based on 2003-04 data from the compendium of clinical & health indicators) Projected 2006-07 base line 142.3/100,000 persons	140.4/100,000 persons	138.5/100,000 persons	136.6/100,000 persons	PCT	

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Older People							
(HCOP5) Increase the dignity, independence choices and quality of life of older people	% of over 55's population who have engaged in at least one cultural sporting or informal learning activity in the past 12 months -Gender -Race -Disability	Baseline to be established through citizens panel in 2006/07 or by reference to the national 'taking part' survey-by 31/3/07	% increase or establishment of baseline if not possible in 2006/7	% increase	% increase	Greater Warwickshire Sports Partnership	County and District Councils Voluntary Sector

Healthier Communities and Older People			
Funding streams contributing to outcomes			
Funding Stream	2007/08 £000 (1)	2008/09 £000 (1)	2009/10 £000 (1)
Pooled Funding			
Total Pooled	0	0	0
Decision to Align or Pool			
Supporting People Older People Element	2,392	2,440	2,197
Decision to Align	2,392	2,680	2,197
Aligned Funding			
Disabled Facilities Grant	240	240	tbc
DWP Partnership Funding	tbc	tbc	tbc
Telecare	474	0	0
Extra Care Housing Bid -outcome not known yet	425	tbc	tbc
Dynamics of Housing Bid - outcome not known yet	350	tbc	tbc
LPSA2 Projects			
-Reduce Health Inequalities	50	0	0
-Improve the Independence of Older People	40	40	0
-Tackling Poverty Projects	125	0	0
Choosing Health PCT	178	tbc	tbc
Choosing Health PCT - Capacity Expansion	192	tbc	tbc
Healthy Living Network - Nun. & Bedworth	179	0	0
Healthy Living Centre - Brunswick	tbc	tbc	tbc
Smoke Free Warwickshire	tbc	tbc	tbc
Age Concern Warwickshire	tbc	tbc	tbc
MIND	tbc	tbc	tbc
ReThink	tbc	tbc	tbc
Active Age Programme	tbc	tbc	tbc
Total Aligned	2,453	40	0
Mainstream Funding			
Adult, Health & Community Services -	tbc	tbc	tbc

PHILLIS service	tbc	tbc	tbc
N.Warks Health Improvement Officer	tbc	tbc	tbc
District / Borough Health Promotion SDC	59.9	59.9	59.9
District / Borough Health Improvement Posts N&B	tbc	tbc	tbc
Public Health including Health Promotion PCT	tbc	tbc	tbc
Public Health WCC	39	39	39
Partnerships for Older Peoples Project (POPP)0 WWRAS	tbc	tbc	tbc
Regional Housing Pot - if Sheltered Housing	tbc	tbc	tbc
District /Leisure Services	tbc	tbc	tbc
DWP Benefits	tbc	tbc	tbc
Total Mainstream	99	99	99
TOTAL FUNDING	4,744	2,819	2,296

Notes

(1)Please note that the funding for 2008/09 and 2009/10 appears less than 2007/08 as the actual level of funding for these years has yet to be confirmed.

(2)Does not include funding where amounts are not yet known.

(3)Mainstream funding supporting the overall outcomes of this block, will be developed further at the delivery planning stage

Economic Development and Enterprise

Block Leader

Louise Bennett, Chief Executive Coventry & Warwickshire Chamber of Commerce

Vision

To ensure sustainable economic growth throughout Warwickshire whereby jobs are created and retained, and residents equipped with the appropriate skills and competencies to benefit from increased economic prosperity

Linkages with LAA Themes

Listening to Warwickshire: The four key themes of competitiveness, worklessness, skills, enterprise and innovation have been developed with reference to existing community and economic development/regeneration strategies.

Narrowing the Gap: Inequalities in the County are most markedly evident within this block and it has been recognised that narrowing the gap under this block can provide the foundation for narrowing the gap across many of the other blocks.

Access to Services: Access to Services is implicit within this block. Addressing issues of skills, employment, enterprise and innovation require the accessing of business support and skills services to all parts and people of the County.

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Competitiveness							
ED1 Increase vitality and viability of Warwickshire's town centres and market towns	Increase the footfall in the target towns - all towns undertake some form of footfall measurement. - only some market towns do <i>(data in 000's per week)</i>	S'fd 5.89 L'ton 26.73 K'wth 7.54 W'wk 9.87 Rugby 110 N'ton 120 NW Mkt towns .275	+0.5% no change -0.5% no change +0.5% no change no change	+0.7% +0.5% (BIDS) +0.5%(W'trose) +0.5% (R'sane) +0.5% no change	+1.5% +0.5% +0.5% +0.5% +0.5%	WCC (EED) to co-ordinate through Sub Regional Economic Development Officers group	TC Managers, District & Borough Councils, BIDS partnerships, South W'shire Tourism, Cov&War Destination mgt P'ship, AWM
	Increase employment levels in target towns - 6 towns set out above plus North Warks market towns of Atherstone, Polesworth, Coleshill	Total number employed by business in target towns <i>(Subscription to BETA Model going ahead)</i>	+ %	+ %	+ %	WCC (EED) to co-ordinate through Sub Regional Economic Development Officers group	TC Managers, District & Borough Councils, BIDS partnerships, South W'shire Tourism, Cov&War DMP, AWM
	Maintain provision of local services in target towns listed above	<i>Subscription to BETA Model going ahead</i>	Maintain against West Midlands average position	Exceed against West Midlands average position	Exceed against West Midlands average position	WCC (EED) to co-ordinate through Sub Regional Economic Development Officers group	TC Mgrs, District & Borough Councils, BIDS partnerships, South W'shire Tourism, Cov&War DMP, AWM

- Stratford footfall through TIC only (at the moment) – approx 10% visitors to Stratford visit the TIC. Forecast trends as shown in Phase 1 World Class Stratford bid.
- Basis for setting targets in other Towns : Leamington - outcome of BIDS vote July 07, so expect growth, Kenilworth - redevt of Talisman Sq / Waitrose opening April 08, expect short term disruption / reduction footfall, thereafter increase, Warwick - Renaissance project/Museum and TIC relocation during 2008 – thereafter increases, Rugby – seen recent increases through BIDS investment assume continuation of growth, Nuneaton – significant impact of Ropewalk opening, 1 year on, continue small increases. Bedworth footfall is also collected but not shown as a 'priority' town because of relative lack of public sector intervention (trend of decline projected but opening of Aldi Dec 08 should stabilize). Choice of North Warwickshire market towns of Atherstone, Coleshill and Polesworth, vital to economic vitality of north of the county. Aggregated footfall shown- future mkt town investment should impact across all 3 equally. Data is collected separately if needed.
- A key output for this priority will be partners putting in place more standardised, comparative and robust measures of town centre 'vitality'. A proposal has been prepared by Heart of England TB to undertake health checks across Warwickshire.

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Enterprise and Innovation							
ED 2 Achieve the sustainable growth of Warwickshire's business base through: --Increased entrepreneurialism --Increased innovation <i>Key high value added target sectors are: Medical technologies (MT); ICT; Environmental technologies (ET); and Performance engineering (PE)</i>	Increase total numbers employed in key target sectors in Warwickshire	Total 46,900 (MT: 700, ICT: 9500, ET: 3100, PE: 33600) (ABI 2004) ¹	Total 48,050 ¹ (MT: 750, ICT: 11000, ET 3300, PE: 33000)	Total 49,100 (MT 850, ICT: 1200, ET: 3800, PE : 32500)	Total 52,050 (MT: 850, ICT: 13000, ET: 4200, PE: 34000)	Regional BL (esp. Enterprise Brokerage Service)	C&W Chamber, Local authorities EC Devt teams, HE sector, CSWP, AWM
	Increase share of employment in key sectors as % of total employment	Total 20.4% (MT 0.3%, ICT 4.1%, ET 1.4%, PE 14.6%) (ABI 2004)	20.7%	20.9%	21.9%	Regional BL (esp. Enterprise Brokerage Service)	C&W Chamber, Local authorities Ec Devt teams, HE sector, CSWP, AWM
	Increase Warwickshire's business growth ratio ² relative to the:	VAT Stock data (SBS 2005)				Regional BL (esp. Enterprise Brokerage Service)	C&W Chamber, Local authorities Ec Devt teams, HE sector, CSWP, AWM
	<ul style="list-style-type: none"> • UK • South East 	1.072 1.018	1.078 1.016	1.084 1.017	1.09 1.018		

¹ Key target sector trends factor in likely impact of closures (eg Peugeot) and progressive impact of new investments (Fen End, Ansty etc)

² This data is based on both population estimates and surveyed businesses, leading to relatively low confidence levels in the data. This makes it difficult to accurately measure small changes in performance as any change could be due to data collection rather than impact. However, this is currently the best data available and – over the long-run – provides an indication of change. We have developed targets based on longer-run trends, but the variability of the data in the short-term must be recognized during annual performance management. Measures relative change in total Warwickshire stock over time (1994 = base year) compared to UK and South East benchmarks. Figures over 1 mean that Warwickshire's stock is increasing relatively more than the benchmark, figures below 1 mean that the stock is reducing against the benchmark.

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Skills							
ED3 More adults with the skills and qualifications needed to be an effective member of Warwickshire's workforce	Reduce the % of the working age population with no qualifications	13.4% 42,827 APS (Jan – Dec 2005)	12.3% 39,726	11.5% 37,530	10.5% 34,621	C&W Learning & Skills Council	Work based training providers / FE sector / ACL/ Connexions
	Reduce the % of working age population that do not have an NVQ2 or equivalent qualification	31.8% 101,634 APS (Jan – Dec 2005)	28.6% 92,371	26.5% 86,483	24.5% 80,782	C&W Learning & Skills Council	Work based training providers / FE sector / ACL / Connexions
	Increase the % of the working age population that has an NVQ4 or equivalent qualification	27.8% 88,850 APS (Jan – Dec 2005)	28.5% 92,048	29.5% 96,273	30.75% 101,390	* Coventry & Warwickshire Universities (coordinated by CSWP/AWM)	LSC, WCC, Chamber, CSWP, AWM

Targets set by LSC business plan

* A number of factors contribute towards increasing the qualification level of resident working age populations apart from a range of possible 'graduate retention' programmes - via university and support agency start-up, enterprise, incubation and access to finance activities. Key factors include quality of life drivers; commuting patterns / access to jobs; and quality and level of employment. The focus on a knowledge based, (hva) economy for Warwickshire reinforces the need to retain graduates for business devt and economic growth. Thus a focus for LAA partners will be on addressing graduate retention levels which, new market research shows, are extremely variable for our 2 sub regions univiersites by subject area (reflects local emplyment demand/supply) and affected by the shift towards living at home to study. Qualitative reseach is about to be commissioned to help shape partners policy response to increase the %'s above.

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Employment							
ED 4 Reduce the level of worklessness amongst Warwickshire's residents by improving access to employment opportunities and support for the most economically disadvantaged.	Reduce the number of people claiming Incapacity Benefit as % of working age population in:	JCP Administrative records (Feb 2006)					
	Warwickshire	5%	5%	4.9%	4.8%	Jobcentreplus	Employment Training Warwickshire, SeTL, PCT, Business Link / Chamber
	Nuneaton & Bedworth Regeneration Zone Area	*10.2%	10.1%	10.0%	9.9%	Local area partners (WCC to co-ordinate)	
	Reduce Job Seeker Allowance Claimant Count in:	JCP Administrative Records (Feb 2006)					
	Warwickshire	1.8%	1.8%	1.75%	1.7%	Jobcentreplus	Employment Training Warwickshire, SeTL, PCT, Business Link / Chamber
Nuneaton & Bedworth Regeneration Zone Area	*3.6%	3.5%	3.4%	3.3%	Local area partners (WCC to co-ordinate)		

* County wide target set by Jobcentreplus. Delivery plan at local level within the RZ area will prioritise actions there (aka pathway to work model within GP surgeries).
SEE SEPARATE TECHNICAL APPENDIX FOR DEFINITIONS USED, MEASUREMENT METHODS, BACK TRENDS AND BASIS FOR FORWARD TRENDS

Economic Development			
Funding streams contributing to outcomes			
	2007/08	2008/09	2009/10
Funding Stream	£000 (1)	£000 (1)	£000 (1)
Pooled Funding			
Total Pooled	0	0	0
Decision to Align or Pool	0	0	0
Decision to Align	0	0	0
Aligned Funding			
Total Aligned	0	0	0
Mainstream Funding			
Priority 1 : Town centers (increasing footfall)			
WCC Revenue	288	293	299
BIDS (125), Mkt towns (55), Stratford W'front (46), TC Mgt cont's (56)			
WCC TC devt Capital schemes	1,479	1,509	1,539
To match external grants(450), Local Transport Plan (1m)			
Rugby BIDS	800	800	800
(£4m over 5 yrs) Largely private sector contributions			
Other BIDS (If successful) Stratford and Leamington (c£500k each pa),	500	1,000	1,000
District/Borough Councils Town Centre Management	143	146	149
AWM			

N&B Phase 1 for public realm improvements	600	100	0
Stratford Waterfront (ex footbridge)	2,980	520	0
Other external bids are under development which – if successful – will contribute in part to the achievement of the outcomes – inc Nuneaton TC masterplan, Warwick Renaissance, C&W Destination Mgt Partnership programme			
	tbc	tbc	tbc
Other (complementary) activities are undertaken by operational partners such as South Warwickshire Tourism, Tourist Information centres, Major visitor attractions etc			
	tbc	tbc	tbc
Priority 2 : Business Growth			
(Start-ups and 4 hva target sectors)			
WCC Revenue	90	92	93
Inward investment mkting and promotion (52), business support (36)			
Future share of new Regional Business Link services in W'shire to support 3 outcomes.	777	777	777
Potential ERDF Regional Competitiveness & Employment programme. If Bid successful	0	tbc	tbc
AWM (with match funding) of possible capital investments in			
Fen End (precision engineering)Catalyst project	0	500	500
Ansty (Medical technologies)	0	500	1,000
Stoneleigh Park Biofutures Innovation Centre	50	500	1,000
Priority 3 : Skills			

C&W LSC expenditure in Warwickshire on skills for life, FE level 2, work based learning, ACL, and ESF L2 co-financing schemes ex SeTL (6/7 is ESF £1612 total).	14,190	12,643	12,643
*2008/9 new ESF – unknown W'shire resources but extrapolated from existing level (50% of)		800	800
ETW SeTL ESF (LSC) contract	465	0	0
2 Opportunities Centres for construction / basic skills training .	61	62	64
'Mainstream' resources that can be identified to support the NVQ level 4 and above for Warwickshire's residents	tbc	tbc	tbc
WCC investment in development of a Warwickshire wide Skills & Employment strategy	11	tbc	tbc
Priority 4 : Employment			
Tackling 'worklessness'			
C&W Jobcentreplus programmes in Warwickshire,	5,873	5,991	6,110
ETW New Deal ESF (Jobcentre plus) contract	1,200	tbc	tbc
ETW SeTL ESF (LSC) contract	465	0	0
WCC Employment Link support contributions	37	38	39
C&W Co-operative Devt Agency – CHEERS scheme (assume 50% budget towards the LAA outcomes)	61	62	0
Other (complementary) activities are undertaken by agencies in the community and voluntary sectors, and by the health care sector (focus for specific targeted pilot project being devt by this block in conjunction with Health block)		tbc	tbc

Total Mainstream	30,070	26,333	26,813
TOTAL FUNDING	30,070	26,333	26,813

Notes

(1) Please note that the funding for 2008/09 and 2009/10 appears less than 2007/08 as the actual level of funding for these years has yet to be confirmed.

(2) Does not include funding where amounts are not yet known.

(3) Mainstream funding supporting the overall outcomes of this block, will be developed further at the delivery planning stage

Climate Change and Environment

Block Leader

Christine Kerr-Chief Executive (Nuneaton and Bedworth Borough Council) on behalf of both Rugby Borough Council and Nuneaton and Bedworth Borough Council.

Vision

“An improved environment for Warwickshire, which respects biodiversity and the limits of the planet’s natural resources, while preserving them for the benefit of future generations”.

The priorities underpinning the vision are liveability, addressing climate change through the use of renewable energy and energy efficiency of buildings and reducing the amount of waste generated and increasing recycling rates of remaining waste. This last priority has been chosen for the inclusivity that it represents in partnership working through pooling and innovation.

Linkages with LAA Themes

Listening to Warwickshire: There is considerable evidence over the years of the importance attached by the people of Warwickshire to the quality of the natural and built environment.

Narrowing the Gap: Whilst many of the outcomes have a universal application, references to the quality of the built environment and liveability demonstrate an attempt to apply a Countywide consistency to local environmental challenges.

Access to Services: A specific outcome (E8 Liveability) refers to access to green open spaces and the need for a clean green environment. Targets under recycling and reducing waste necessitate the offering of alternative services to all parts of the County.

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Climate Change							
(E1) Reduce Greenhouse Gas Emissions	i) To achieve reductions of greenhouse gas emissions	Target of 60% by 2050 Baseline 2003	8.5-10.5%	10.5-14%	15-18%	WCC and DC's	WEEAC/LSP/PCT/HCT/C+VCS
	ii) To improve domestic energy efficiency (30% national target by 2010/11 based on 1996 figures)	Baseline 1996 domestic energy figure 2003=18.85%	24%	26%	28%	WCC and DC's	H/C+VCS/T+PC/CT/PCT/LSP
	iii) To increase the number of households benefiting from relevant grants, which are aimed at reducing fuel poverty and maximising energy efficiency	1298 households assisted through the warm front programme in Warwickshire	5% increase from baseline=1362	5% increase from 2007/08=1430	5% increase from 2008/09=1501	DC's	WEEAC

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Climate Change							
(E1) Reduce Greenhouse Gas Emissions	(iv) To improve commercial efficiency through the no. of organisations working with the Carbon Trust or Warwickshire Climate Change Partnership or similar organisations on carbon management programmes	Up to date baseline of organisations who are working on carbon management programmes (baseline 57 2005/06)	30% Increase from baseline =74	30% increase from 2007/08=96	40% increase from 2008/09=134	WCCP and CT	DC and all partners

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Climate Change							
(E2) Increase generation and use of renewable energy and the energy efficiency of buildings	Adoption of the 'Merton Rule' where developers install on site renewables for generation of 15% of the site's energy requirements (major developments)	Currently 3 out of 6 authorities have adopted the 'Merton Rule'	Policies to be adopted aimed at reducing use of energy by 2008/09. Also to increase use of renewable energy			WCC and DC's	WCC and DC's
			66%	83%	100%		

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors	
Climate Change								
(E3) Reduce Rate of Increase in Transport Related Carbon and Greenhouse gas emissions by reducing the need for private car usage	i) Change in countywide road traffic mileage	2005/06 Baseline Local Transport Plan	104.6	106.1	107.1	WCC	DC/WEEAC/C+VCS	
	22) journey speeds (peak periods on local highway network)	2005/6						
		Bedworth 19.02kph	18.64kph	18.45kph	18.26kph	WCC		
		Kenilworth 18.25kph	17.79kph	17.64kph	17.49kph			
		Leamington 15.25kph	14.65 kph	14.34kph	14.04kph			
		Nuneaton 15.98kph	15.66kph	15.5 kph	15.34kph			
		Rugby 17.78kph	17.42kph	17.25kph	17.07kph			
		Stratford 15.05kph	14.45kph	14.15kph	13.85kph			

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Climate Change							
(E3) Reduce Rate of Increase in Transport Related Carbon and Greenhouse gas emissions by reducing the need for private car usage	To avoid congestion causing a deterioration of journey speeds (peak) on the local highway network by: More than 10% in Warwick/Leamington and Stratford More than 5% in Nuneaton, Bedworth, Rugby and Kenilworth	Warwick/ Leamington Stratford Nuneaton Bedworth Rugby Kenilworth					DC/WEEAC/C+VCS

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Climate Change							
(E3) Reduce Rate of Increase in Transport Related Carbon and Greenhouse Gas Emissions by Reducing the Need for Private Car use	iii) No. of journeys by other modes – --Bus BV102 --Rail --Cycle Trips --Cycling on upgraded Routes --Travel to School (proportion of car sole passenger journeys to school)	2004/5:11.16m 2001/2: 3.16 m 2001/2:Index100 2003/4:Index100 2005/6:15.5%	11.45m 4.4m 100 102.9 15.5%	11.54m 4.5m 100 103.6 15.5%	11.63m 4.7m 100 104.3 15.5%	WCC	DC WEEAC C+VCS

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Waste and Recycling							
(E4) Reduce the Amount of Waste Generated, and Increase the Recycling Rate Of Remaining Waste	Reduce % of municipal waste landfilled (Net improvement)	WCC Baseline figure-61.36%	-	5.27%	14.65%	WCC and DC's	C+VCS H PCT PS
	Increase the amount of municipal waste recycled/ composted	31.98%	32.56%	36.4%	39.52%		
	Measure of waste minimisation	2005/6 outturn-550kg/head	550kg/head	550 kg/head	550kg/head		
	Increase the proportion of household waste recycled through an increase in the recycling of glass, metal, plastic and some textiles (LPSA 2 Target) – measured by BVPI 82a(ii) minus the tonnages of paper, card and 50% of textiles	16664 tonnes (31/3/2005) Warwickshire Waste Strategy=30%	17,000 unstretched 23,000 stretched				

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Cleaner and Greener							
(E5) Quality of the Built Environment Cleanliness Land Highways Abandoned Vehicles Fly Tipping	i) the % of relevant land and highways that has accumulations of litter etc which fall below an acceptable standard	BVPI 199a Citizen's Panel (WCC)	17%	16% to be co-ordinated annually	15%	WCC and District Councils	
	ii) the % of people satisfied with a cleanliness standard in their area	BVPI 89		Survey every three years (next due 2006/7)		WCC and District Councils	
	iii) the % of abandoned vehicles removed within 24 hours	BVPI 218b	97%	99%	100%	WCC and District Councils	C+VCS
	iv) The year on year decrease in the no. of reported incidents relating to fly tipping on Highway and public land	Baseline relating to 2005/06 data	-5% on 2006/07 outturn	-5% on 2007/08 outturn	-5% on 2008/09 outturn	WCC and District Councils	

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Cleaner and Greener							
(E6) Quality of the Infrastructure Physical design Recycling Points Grey Water Recycling Design Points	ii) No of properties with inbuilt Recycling facilities – rainwater butts		Policy Development in place ensuring Best Practice by 2009/10			District Councils	
(E7) Sustainable Land Use Derelict Land Neglected Sites	% of residential planning housing permissions relating to Brownfield sites	BVPI 106	80%	80%	80%	District Councils	

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Cleaner and Greener							
(E8) Liveability Improve the quality of all local parks, nature reserves and peoples' neighbourhoods	i) Percentage of residents satisfied with the local authority cultural services (e) Parks & Open Spaces	BV 119 e Citizens Panel (WCC) Satisfaction Surveys	Surveys every	Three years	coordinated annually	District Councils.	WWT GC+W EN EA C+VS T+PC
	ii) Percentage of residents reporting an increase on satisfaction with their neighbourhoods and in disadvantaged areas showing a narrowing of the gap between these areas and the rest	BV 119 e Citizens Panel (WCC) Satisfaction Surveys	Surveys every	Three years	coordinated annually	District Councils.	

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Cleaner and Greener							
(E8) Liveability Improve the quality of all local parks, nature reserves and peoples' neighbourhoods	iii) Accessible green space less than 300 m in a straight line from homes	Warwickshire QOL Natural resource Indicator	All local authorities surveyed areas and agreed action plans to address deficiencies 2010			District Councils	WWT GC+W EN EA C+VS T+PC
Effectiveness	Survey public awareness and knowledge to feed into No. iii above (the effectiveness of the leaflets produced and distributed to the existing 19 local nature reserves in Warwickshire	Warwickshire QOL Natural resource Indicator	50%	75%	100%	District Councils	WWT

Outcomes	Indicators	Baselines 2006/07 (unless otherwise stated)	Targets 2007/08 (including any stretch targets and their annual unstretched targets)	Targets 2008/09 (including any stretch targets and their annual unstretched targets)	Targets 2009/10 (including any stretch targets and their annual unstretched targets)	Lead Partner	Contributors
Cleaner and Greener							
(E9) Halt the loss of biodiversity within the County and increase linkages between existing and proposed habitats to restore populations.	i) No. of trees planted and hedges reinstated ii) % of Woodland covering County iii) Total area contained within 24 habitats	Warwickshire QOL Natural Resource Indicator-Woodland Contained in the local Biodiversity action plan	Works in progress in adherence to the Biodiversity Action Plan To continually meet 80% of the targets to increase the extent of the 24 habitats.			WCC and District Councils, WCC and District Councils, English Nature	BW WWT C+VCS EA WPS T+PC GC+W WWT
(E10) Reduce flooding within the County, especially in domestic and non-domestic premises	i) Reduce the risk of flooding within Zone areas 3 (high risk) and 2 (medium risk) as defined under (PPG25). 4,296 properties (domestic) in flood zone 3. 7,235 properties (domestic) in flood zone 2 (2005 baseline figures)	Warwickshire QOL Environmental Indicator Flooding	To be monitored and updated by the Environment Agency based on flood defence systems work New development is not to be located in the highest risk zone 3 without adequate flood defences Overriding vision is to promote sustainable urban drainage through the creation and maintenance of greenspace in key locations			Environment Agency	WCC DC

KEY:

WCC	- Warwickshire County Council
DC	- District and Borough Councils
EN	- English Nature
EA	- Environment Agency
WCCP	- Warwickshire Climate Change Partnership
CT	- Carbon Trust
LSP	- Local Strategic Partnership
NWPCT	- North Warwickshire Primary Care Trust
EA	- Environment Agency
WWT	- Warwickshire Wildlife Trust
CT	- Carbon Trust
WEEAC	- Warwickshire Energy Efficiency Advice Centre
GC&W	- Groundwork Coventry & Warwickshire
WP	- Warwickshire Police
WRCC	- Warwickshire Rural Community Council
BW	- British Waterways
EN	- English Nature
C&VS	- Community and Voluntary Sector
H	- Hospitals
TPC	- Town and Parish Councils

Climate Change and Sustainability			
Funding streams contributing to outcomes			
	2007/08	2008/09	2009/10
Funding Stream	£000 (1)	£000 (1)	£000 (1)
Pooled Funding			
Waste Performance & Efficiency Grant	1,118	n/a	n/a
Total Pooled	1,118	0	0
Decision to Align or Pool			
Decision to Align	0	0	0
Aligned Funding			
Planning Delivery Grant	375	tbc	tbc
LPSA 2 - Waste Minimisation	25	25	0
Carbon Trust	300	tbc	tbc
Total Aligned	375	0	0
Mainstream Funding			
WCC -			
Climate Change Unit	tbc	tbc	tbc
Local Transport Plans	tbc	tbc	tbc
Waste Management	tbc	tbc	tbc

Total Mainstream	tbc	tbc	tbc
TOTAL FUNDING	1,493	0	0

Notes

(1) Please note that the funding for 2008/09 and 2009/10 appears less than 2007/08 as the actual level of funding for these years has yet to be confirmed.

(2) Does not include funding where amounts are not yet known.

(3) Mainstream funding supporting the overall outcomes of this block, will be developed further at the delivery planning stage

(4) Other Areas of Funding (£8.5m over 3 years)

- (i) Low Carbon Buildings Programme for projects that create and save energy in buildings. Stream One for individuals and small community projects opened in 2006 and £2.7m worth of grants out of a 3 year total of £6.5m allocated in the first 6 months. Stream Two - for medium and large micro generation projects by public, not for profit and commercial organisations. Groups can pre-register for applications to Stream 2A (max grant £100k) or apply for Stream 2B (max £1m).
- (ii) Every Action Counts – new government scheme to help community groups take action on the environment.
- (iii) GrantScape – Biodiversity Challenge Fund – for projects that create, conserve or enhance biodiversity. Total fund worth £2m with individual grants from £200k to £400k. Projects must support identified habitats and or species listed within local, regional or national Biodiversity Action Plans and be within 10 miles of any landfill site.

LAA Development Architecture

WCC LAA Co-ordination:

- David Carter
- Monica Fogarty
- Nick Gower-Johnson
- Bill Basra
- Chris Juckes

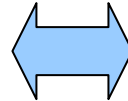
Overall GOWM Co-ordinator

- Roger Crouch
- Glenda Joseph-James

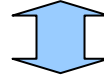
LAA Steering Group



LAA Servicing Group



District LSP's



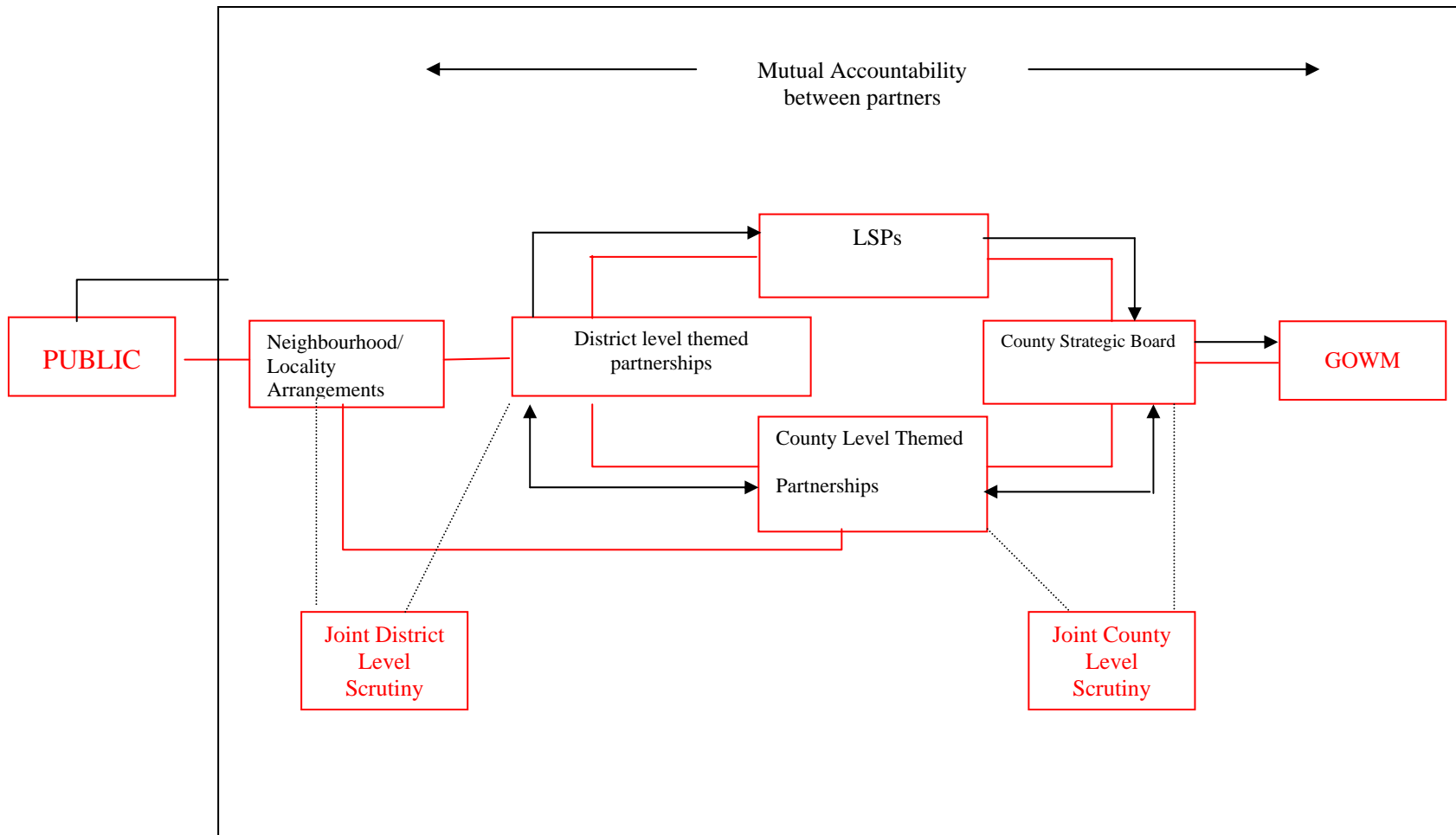
LAA

Children & Young People	Stronger Communities	Safer Communities	Healthier Communities & Older People	Economic Development & Enterprise	Climate Change and Environment
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Block leads	Marion Davis WCC	Chris Elliott WDC	Andy Parker Warwickshire Police	David Rose Warwickshire PCT	Louise Bennett C&W Chamber	NBBC/RBC via Christine Kerr
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Thematic Groups	CYP Strategic Partnership Board	Stronger Communities Theme Group	WSCP/ DAAT	HCOP Theme Group	Economic Development Theme Group	Environment & Sustainability Theme Group
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GOWM Leads	Sue Naughton	Sarah Burwood	Sarah Burwood	Janet Baker	Nic Cole	John Horseman
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Warwickshire Local Area Agreement

Draft Terms of Reference and Working Arrangements for The County Level Strategic Board (PSB)

1. Overriding Objective

The overriding aim of the County Level Strategic Board (“the Warwickshire Public Service Board”) is to join together to improve public services across Warwickshire and make a real difference to local communities, in particular by focusing on:

- (i) people, families and communities that require greater levels of support and interventions to bring them up to the county average
- (ii) priorities for improvement to services that are used by everybody to improve outcomes for all
- (iii) improving access to service provision within local communities and the accountability of service providers to local people
- (iv) sharpening our key partnership relationships by ensuring that there is strong focus on outcomes, together with clear responsibilities and accountabilities

2. Specific responsibilities

The Warwickshire Public Service Board is the chief strategic decision making body for the Warwickshire Local Area Agreement (WLAA) and shall have the following specific responsibilities:

- a) To provide county-wide strategic direction and co-ordination in the delivery and ongoing review and development of the WLAA
- b) To ensure that key cross-cutting themes are appropriately addressed within county-level themed partnerships
- c) To ensure that the plans and strategies of all relevant partner organisations join up and work to eliminate gaps and overlaps in service provision
- d) To be accountable to local people about the work carried out under the WLAA and involve local communities in improving service provision
- e) To manage the performance of the county level WLAA block theme groups, holding them to account for delivery of county-wide strategies against agreed LAA outcomes
- f) To agree the commitment of resources to enable the WLAA to be delivered and allocate any pooled budgets / shared funding / grants
- g) To oversee the management of key risks affecting the delivery of WLAA outcomes

- h) To work for freedoms and flexibilities for Warwickshire
- i) To report annually on progress against the targets identified in the WLAA
- j) To maintain effective links with GOWM and with other partnerships, organisations and agencies

3 Membership

The membership of the Warwickshire Public Service Board is made up of senior representatives of the partner agencies and is as follows

Nominating Body	Representatives
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
Probation Service	1 representative
TOTAL	13

4. Specific Responsibilities of Members

- a) To comply with the Code of Conduct for partnership working
- b) To attend meetings as required and agreed
- c) To arrange for the attendance of a suitable substitute to meetings in the event of the nominated representative being unavailable
- d) To properly represent the views of their organisation
- e) To ensure that he/she has sufficient delegated powers to deal with matters or if not, to ensure that all necessary approvals of the member's nominating organisation have been obtained
- f) To keep their nominating organisation informed about progress and communicate effectively the outcomes of the Warwickshire Public Service Board meetings to their own organisations
- g) To commit their organisation on policy and practice issues

- h) To promptly progress and deliver on any agreed actions outside of formal meetings

Arrangements for Meetings

- a) It is envisaged that the Warwickshire Public Service Board will meet at least four times a year, however additional meetings may be arranged as necessary
- b) The Warwickshire Public Service Board shall be chaired by the leader of the Warwickshire County Council
- c) Other persons may attend meetings of the Warwickshire Public Service Board with the agreement of the Chair
- d) Wherever possible, decisions shall be reached by consensus. If the Chair considers a vote is necessary it will be determined by a simple majority.
- e) Specific actions emanating from the Warwickshire Public Service Board will be confirmed within 48 hours
- f) Meetings will be serviced and supported by [Warwickshire County Council]
- g) Minutes of all meetings of the Warwickshire Public Service Board (including a record of attendance and any conflicts of interest) will be circulated within 7 days and submitted for approval to the next appropriate meeting.

6. Review

<p>The operation of the Warwickshire Public Service Board will be reviewed formally at least every 12 months to ensure it is fulfilling its objectives. [The members of the Warwickshire Public Service Board may agree over time to confer upon the Warwickshire Public Service Board a greater decision-making role in the allocation of resources that are currently allocated by individual partner organisations.]</p>

Appendix Four

LPSA2 PERFORMANCE TARGETS MARCH 2006

Target	Heading	LAA Block
1	Reduce crime and the fear of crime	Safer Communities
2	Reduce re-offending	Safer Communities
3	Improve road safety	Safer Communities
4	Reduce Arson	Safer Communities
5	Improve educational attainment	Children & Young People
6	Reduce health inequalities	Healthier Communities & Older People
7	Tackling poverty	Healthier Communities & Older People
8	Improve the independence of older people	Healthier Communities & Older People
9	Waste Minimisation	Climate Change & the Environment
10	Healthy schools	Children & Young People

Target 1

Reduce crime

Indicators by which performance will be measured

- i) The number of violence² offences in Warwickshire recorded by Warwickshire Police
- ii) The number of burglary offences in Warwickshire recorded by Warwickshire Police
- iii) The number of theft of motor vehicle offences in Warwickshire recorded by Warwickshire Police
- iv) The number of theft from motor vehicle offences in Warwickshire recorded by Warwickshire Police

Current Performance (year ending 31 March 2005)

- i) 6400
- ii) 2665
- iii) 1918
- iv) 4724

Performance at the end of the period of the LPSA

Performance expected without LPSA (year ending 31 March 2008)

- i) 5941
- ii) 2698
- iii) 1793
- iv) 4337

Performance target with LPSA

- i) 5811
- ii) 2524
- iii) 1668
- iv) 4235

Enhancement in performance with LPSA

- i) 130 less violence offences
- ii) 174 less burglary offences
- iii) 125 less theft of motor vehicle offences
- iv) 102 less theft from motor vehicle offences

Special condition:

The total amount of Performance reward Grant allocated to this target is £2,210,621.

² For the purposes of this target violence offences is defined as all violent crime categories as recorded by the police but excluding Harassment and Racially Aggravated Harassment.

The Performance Reward Grant relating to this target will be divided between the above indicators in the following proportions:

- i) 36%**
- ii) 34%**
- iii) 25%**
- iv) 5%**

Target 2

Reducing youth re-offending in Warwickshire.

Indicators by which performance will be measured

1. The percentage of young people who re-offend within 12 months based on the cohort identified between October 1 to 31 December each year.
2. Increase the number of parents receiving targeted support from YOT and increase parent's satisfaction rate³ with this service
3. Increase the number of victims participating in a restorative process⁴ and increase victim's satisfaction rate⁵ with this service

Current performance

1. 40% of the cohort re-offended (using cohort identified year ending 31st December 2004 monitored during 2005)
2. Targeted interventions for 30 parents of young offenders (based on April to September 2005 data)
3. 50 victims of youth crime participated in a restorative process (year ending 31 December 2005)

Performance at the end of the period of the Local PSA

Performance expected without the Local PSA

1. (a) 38% of young offenders re-offending during 2006
(b) 36.1% of young offenders re-offending during 2007
(c) 34.3% of young offenders re-offending during 2008
2. 55 parents supported with a 75% satisfaction rate (year ending 31 March 2009)
3. 60 victims of youth crime participating with a 75% satisfaction rate (year ending 31 March 2009)

Performance target with the Local PSA

1. (a) 37% of young offenders re-offending during 2006
(b) 35% of young offenders re-offending during 2007
(c) 33.3% of young offenders re-offending during 2008
2. 100 parents supported with a 80% satisfaction rate (year ending 31 March 2009)
3. 75 victims of youth crime participating with a 85% satisfaction rate (year ending 31 March 2009)

³ 'Satisfaction' will be measured from those responding to satisfaction survey

⁴ A restorative process means attendance at a Panel meeting, victim statement represented at a Panel meeting, receipt of a letter of apology, restorative conference, direct reparation, offender/victim mediation

⁵ 'Satisfaction' will be measured from those responding to satisfaction survey

Enhancement in performance with the Local PSA

1.
 - (a) 1% point reduction in re-offending
 - (b) 1.1% point reduction in re-offending
 - (c) 1% point reduction in re-offending
2. 45 parents supported and improvement in satisfaction rate by 5% points
3. 15 victims of youth crime participating and improvement in satisfaction rate by 10% points

Definitions

“Young” means aged between 10 and 17 on the date of the offence.

“Offender” means a person receiving a substantive outcome.

“Substantive Outcome” means a reprimand, final warning, or court disposal.

“Re-offend” means commit another offence that receives a substantive outcome.

“12 months” means the 12 months following the day on which they receive a substantive outcome.

Means of measurement

Indicator 1:

It is agreed that the performance will be based on the cohort identified by the YJB between 1st October and 31st December in the year specified.

Special condition:

The total amount of performance reward grant available for this target is £1,163,485.42

The Performance Reward Grant relating to this target will be allocated between the sub targets as follows:

Indicator 1:

- | | |
|------------|------------|
| (a) | 30% |
| (b) | 20% |
| (c) | 20% |

Indicator 2: 20%

Indicator 3: 10%

Target 3

Improve Road Safety

Indicator by which performance will be measured

Number of people killed or seriously injured (KSI) in road traffic collisions in Warwickshire, as measured by BVPI 99a (i).

Current performance

2001 - 2004 average of 562 annual KSIs.

Performance at the end of the LPSA period (Year ending 31 Dec 2008)

Performance expected without LPSA

458 KSIs

Performance target with LPSA

426 KSIs

Enhancement in performance

A reduction of 32 KSIs in 2008

Special condition:

The total amount of performance reward grant available for this target is £1,163,485.42

Target 4

ARSON REDUCTION

Indicators by which performance will be measured

1. To reduce the number of deliberate secondary fires occurring on grassland, in refuse containers, outdoor structures, derelict property/vehicle and intentional straw (as recorded on FDR3).
2. To reduce the number of deliberate primary vehicle fires (as recorded on FDR1).
3. To reduce the number of deliberate primary property fires - including garages, sheds and caravans, buildings – including those under construction, deliberate non-domestic (commercial) property fires and deliberate fires in educational establishments (as recorded on FDR1).

Current performance (average from 02/03, 03/04 and 04/05)

1. 1,542
2. 606
3. 213

Performance at the end of the LPSA period (total for the three years 1/4/2006 to 31/3/2009)

Performance expected without LPSA

1. 1,502
2. 618
3. 190

Performance target with LPSA

1. 1,132
2. 458
3. 170

Enhancement in performance

1. 370
2. 160
3. 20

Notes:

The total amount of performance reward grant available for this target is £1,163,485.42

The Performance Reward Grant will be divided between the subtargets in the following proportions:

1. 30%
2. 40%
3. 30%

Target 5

Improving Educational Opportunities and Attainment for disadvantaged learners

This target is made up of three elements:

- a) Improving educational attainment in the Early Years
- b) Improving Key Stage 2 results through music and dance
- c) Improving destinations for young people

a) Improving educational attainment in the Early Years

Indicator by which performance will be measured

Numbers of children achieving Level 6 or above at Foundation Stage in Personal and Social Education (PSE) and Communication Language and Literacy (CLL) in the schools listed at iv) below

Current performance

2005:

- PSE 561 (88.8%)
- CLL (68.7%)

Performance at the end of the LPSA period

Performance expected without LPSA

- PSE 440 (89.5%)
- CLL 349 (71%)

Performance target with LPSA

- PSE 474 (96.4%)
- CLL 391 (79.4%)

Enhancement in performance

- PSE – 6.9%
- CLL - 8.4%

Schools involved (The estimated numbers of pupils is 492)

*St Nicholas C of E Primary School Kenilworth
Telford Infant School Leamington Spa
Our Lady and St Teresa's Catholic Primary School Leamington Spa
Westgate Primary School Warwick
The Revel C of E Aided Primary School Rugby
St Marie's Catholic Infant School Rugby
Henry Hinde Infant School Rugby
Dordon Primary School Dordon
Nathaniel Newton Infant School Nuneaton
Glendale Infant School Nuneaton
Thomas Jolyffe Primary School Stratford upon Avon*

*St Gregory's Catholic Primary School Alcester
Newdigate Primary School, Bedworth Heath*

b) Improving Key Stage 2 results through music and dance

Indicator by which performance will be measured

Enhanced attainment at Key Stage 2 level 4 in English, Maths, and Science of a cohort of 516 pupils in 12 Warwickshire schools as follows:

*Bournebrook Church of England Primary School Fillongley
Canon Maggs Church of England Primary School Bedworth
Goodyers End Primary School Bedworth
Keresley Newland Primary School Keresley
Middlemarch Primary School Nuneaton
Park Lane Primary School Nuneaton
Queen's Church of England Primary School Nuneaton
St Francis' Catholic Primary School Bedworth
St Michael's Church of England Primary School Bedworth
St Paul's Church of England Primary School Nuneaton
Wheelwright Lane Primary School Exhall*

Current performance (2004/2005)

Subject

English	75%
Maths	76%
Science	88%

Performance at the end of the LPSA period (academic year ending summer 2009)

Performance expected without LPSA

English	83%
Maths	86%
Science	94%

Performance target with LPSA

English	84.25%
Maths	87.25%
Science	95.25%

Enhancement in performance

English	1.25%
Maths	1.25%
Science	1.25%

c) Improving destinations for young people

Cohort Year 11 leaving Statutory Education July 2005

6549

Indicator by which performance will be measured

% of Year 11 Leavers who are in positive destinations at November following completion of Statutory Education in July

Current performance – 2005

93.6%

Performance at the end of the period of the Local PSA

Performance target without the Local PSA

95.5%.

Performance target with the Local PSA –

96.5%

Enhancement in performance with the Local PSA

1%

Note 1 *A Positive Destination is defined as a Year 11 school leaver who is on target measurement:*

Continuing in Education (attending 6th Form or Further Education College) or

Engaged in Training non-employed (Work Based learning which is funded through the Learning & Skills Council) or

Engaged in Employment with no Training or

Engaged in Employment with Training at NVQ level 2 and above or

Engaged in Employment with Training below NVQ Level 2 or

Engaged in Voluntary and Part Time Activities (Voluntary Work Full or Part Time, Part Time Employment and Part Time Education)

Note 2 *50% of the performance reward grant for this indicator will be withheld if on target measurement the total number of school leavers who (i) moved out of contact, (ii) did not respond to the survey (iii) refused to participate exceeds 1.2%*

100% of the performance reward grant for this indicator will be withheld if on target measurement the total number of school leavers who (i) moved out of contact, (ii) did not respond to the survey (iii) refused to participate in the survey exceeds 1.5%

Note 3 *Indicator measured by the Connexions annual activity survey of Year 11 Leavers. The NEET and Positive Destinations do not add to 100% as there is always a proportion of the cohort that moves away from the*

area and with whom contact cannot be made. This is currently 1.2% but assumptions have been made that this rate will improve and that the extra contact provided through the LPSA2 will assist in this.

Special condition:

The total amount of performance reward grant available for this target is £2,326,970.84

The performance reward grant will be divided among the three sub targets in the following proportions:

- a) 15%
- b) 10%
- c) 75%

Target 6

Reduce health inequalities by reducing deaths from circulatory diseases in the area of highest mortality – Nuneaton & Bedworth

Indicator by which performance will be measured

Data for indicators provided by the annual “Compendium of Clinical Health Indicators 2003”

Mortality rates from all Circulatory Diseases⁶ in Nuneaton& Bedworth⁷ for persons under 75 years

Current performance ([insert period of measurement])

The Directly Age Standardised Rate for Circulatory Disease mortality for Nuneaton & Bedworth in 2003 was **114 per 100,000 population**.

Performance at the end of the period of the Local PSA (arithmetic average for the three separate calendar years 2008 - 2010)

Performance expected without the Local PSA

109 per 100,000 population

Performance target with the Local PSA

99 per 100,000 population

Enhancement in performance with the Local PSA

⁶ Includes mortality from all circulatory diseases, ICD10 100-199
Rates in sections 7 & 8 calculated as the arithmetic average of the separate years 2008 – 2010.

⁷ Overall performance in reducing premature deaths from circulatory disease in the county shall be will monitored in line with NSH Local Delivery Plan targets 2005-2008 (ICD10 100-199 inclusive)

10 per 100,000 population

Note:

The total amount of performance reward grant available for this target is £1,163,485.42

Target 7

Tackling Poverty

Indicators by which performance will be measured

- 1) Number of Housing Benefit and Council Tax Benefit Claims in Warwickshire.
- 2) Number of successful new and amended claims for statutory benefits (see Note 1) made as a result of the Tackling Poverty in Warwick District project.

Sources of Data

- 1) DWP returns Stats 121 and 122 for each of the following local authorities: North Warwickshire, Nuneaton and Bedworth, Rugby, Stratford, Warwick.
- 2) Warwick District Citizen's Advice Bureau.

Current Performance (September 2005)

- 1) 32,607
- 2) 200 (estimate for year ending September 2005)

Performance at the end of the period of the Local PSA (year ending 31st March 2009)

Performance expected without the Local PSA

- 1) 33,586
- 2) 600

Performance target with the Local PSA

- 1) 35,868
- 2) 1050

Enhancement in performance with the Local PSA

- 1) 2282
- 2) 450

Special Conditions:

1. The total amount of performance reward grant available for this target is £1,163,485.42. The performance reward grant shall be divided between the two sub targets in the following proportions:

1. 85%
2. 15%.

2. For Performance Indicator 2 – Claims may be counted as successful provided they are submitted during the period of the agreement and awarded up to 13 weeks after the agreement finishes.

Notes:

1. Department for Work and Pensions and HM Revenue and Customs benefits and tax credits: Attendance Allowance, Carer's Allowance, Disability Living Allowance, Incapacity Benefit , Income Support, Maternity Allowance, Industrial

Injuries/Death Benefit, Pension Credit, Severe Disablement Allowance, Statutory Adoption Pay, Statutory Maternity/Paternity Pay, Statutory Sick Pay, Widow's Benefit, Bereavement Benefit, Income Based Jobseekers Allowance, Child Tax Credit, Working Tax Credit. **This list excludes Contribution Based Jobseekers Allowance, State Pension, and Housing and Council Tax Benefits.**

Target 8

Promoting Independence of older people

Indicator by which performance will be measured

The gap between:

- the percentage of older people aged 65 or over surveyed, who report being satisfied¹ with the home care commissioned by Warwickshire County Council and satisfied¹ with the services purchased directly using Direct Payments
- perfection (= 100%)

The result achieved in relation to the above measure in February 2006 (baseline) will be subtracted from the result in relation to the above measure achieved in the 2009 survey to calculate performance in relation to this target.

(100% of the Performance Reward Grant on this target will relate to this measure)

CURRENT PERFORMANCE (2006)

X% (To be established by the baseline survey in February 2006²)

Performance expected without the Local PSA (2009)

"X" + (3/100)*(100-X)

Performance at the end of the period with the Local PSA (2009)

"X" + (14/100)*(100-X) + Confidence Interval from the 2009 survey.

Enhancement in performance with the Local PSA

11% of the difference between performance in the February 2006 (baseline) survey and 100%.

e.g. were the baseline to be 60%, the 'without LPSA' improvement would be a 3% reduction in the gap between the 60% baseline and 100% = 40 percentage points; 3% of 40 percentage points = 1.2 percentage points, equalling a 'without LPSA' performance of 61.2% overall satisfaction. In this example, the 'with LPSA' target would be this 61.2% plus the additional 11% stretch plus Confidence Interval (say for example equal to 4%) = 69.6% overall satisfaction.

Notes

The total amount of performance reward grant available for this target is £1,163,485.42.

¹ This will be measured by response rates to the Department of Health's Independence and Quality of Life questionnaire. An illustrative example is shown below but the exact wording may be revised by Department of Health prior to the baseline survey.

Only the responses to the question below will be included within the LPSA:

Q1. 'Overall how satisfied are you with the help that you received in your own home?'

An improved outcome will only be demonstrated by the following responses:

Q1. The first two options (of the seven): '*I am extremely satisfied*' and '*I am very satisfied*'

The survey will be scored as the percentage of those who have chosen "*I am extremely satisfied*" and '*I am very satisfied*' for Q1.

Sample to include people aged 65 and over receiving home care services through Social Care and people in the same cohort group using Direct Payments.

Service users that receive both homecare services through the Council and Direct payments will be asked to complete the homecare survey.

To be eligible to be included in the survey of older people who use Direct Payments, users should be aged 65 or over and in receipt of 'ongoing' Direct Payments at the time of the survey; and not be receiving homecare purchased by Councils.

An "ongoing" Direct Payment is defined as a payment that has been made to cover a period of at least a month at the time when the sample is taken and is not for a one-off service such as a short break or item of equipment.

² Actual numbers to be included in the survey will not be known until the survey is conducted. However, for the survey to be valid for the LPSA2 and enable reward grant to be claimed (i) a response rate of at least 50% of the intervention group is required; and (ii) the results of the survey should meet the target of achieving a confidence interval of plus or minus 4% for the questions. The administration of the survey should follow the guidance set out on website: <http://www.ic.nhs.uk/pss/usersurveys/2005-06>

Target 9

To increase the proportion of household waste arisings recycled (through an increase in the recycling of glass, metal, plastic and some textiles)

Indicator by which performance will be measured

Total tonnage of household waste recycled as measured by BVPI 82a(ii) minus the tonnages of paper, card and 50% of textiles

Current performance (year ending 31 March 2005)

16 664 tonnes

Performance at the end of the period of the Local PSA (year ending 31 March 2009)

Performance expected without the Local PSA

17 000 tonnes

Performance target with the Local PSA

23 000 tonnes

Enhancement in performance with the Local PSA

An increase of 6 000 tonnes

Note:

The total amount of performance reward grant available for this target is £1,163,485.42

Target 10

To increase the number of schools in Warwickshire achieving Healthy Schools status.

Indicator by which performance will be measured

The percentage of schools in Warwickshire achieving the Healthy Schools Standard.

Current performance (year ending 31 December 2005)

0% of schools currently hold Healthy Schools status.

Performance at the end of the period of the Local PSA (year ending 31 December 2009)

Performance expected without the Local PSA

75%

Performance target with the Local PSA

95%

Enhancement in performance with the Local PSA

20%

Special condition:

The total amount of performance reward grant available for this target is **£1,279,833.50**

GLOSSARY

(To be inserted)