

 Executive 4 th June 2008		Agenda Item No.
Title	ALIGNING THE CORPORATE STRATEGY WITH LOCAL AREA AGREEMENT AND THE SUSTAINABLE COMMUNITY STRATEGY	
For further information about this report please contact	Dave Barber	
Service Area	ODPI	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006	No	
Date and meeting when issue was last considered and relevant minute number	Executive approved Corporate Strategy in February 2008 (Minute 872)	
Background Papers	2008-2011 Corporate Strategy	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	Yes
Included within the Forward Plan? (If yes include reference number)	Yes

Officer/Councillor Approval		
With regard to officer approval all reports <u>must</u> be approved by the report authors relevant director, Finance, Legal Services and the relevant Portfolio Holder(s).		
Officer Approval	Date	Name
Relevant Director	Email 12 May 2008	Karen Pearce(?)
Chief Executive		
CMT		
Section 151 Officer		
Legal	Email 12 May 2008	Bal Nahal
Finance	Email 12 May 2008	Marcus Miskinis
Portfolio Holder(s)		
Consultation Undertaken		
Please insert details of any consultation undertaken with regard to this report. CMT considered report at meeting in March. Team and service meetings had the opportunity to comment on this in usual way		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. SUMMARY

- 1.1 This report asks the Executive to endorse the new Local Area Agreement (LAA) following its approval at the Public Service Board. It seeks to ensure that Warwick District Council's Corporate Strategy is revisited in light of the new LAA to ensure the two are aligned as far as is reasonable. In addition to the new LAA, a new Sustainable Community Strategy is currently being developed. This has a focus on health which is not reflected in the Corporate Strategy and sets out a revised vision for the District. The report therefore aims to do three things :
- Obtain endorsement for the LAA
 - Agree the revised Vision for the District in line with the Sustainable Community Strategy
 - Set out the scope of a review of the Corporate Strategy to be brought back to Council later in 2008

2. RECOMMENDATION

- 2.1 To endorse the new Local Area Agreement as shown in appendix 1
- 2.2 To note the overlaps and differences between the new LAA and the Corporate Strategy as shown in paragraphs 3.1 to 3.5 below
- 2.3 To agree that the Vision for the Corporate Strategy be revised to ensure alignment with the Sustainable Communities Strategy to read as follows : *"Warwick District, a great place to live, work and visit, where we aspire to build more sustainable, safer, stronger and healthier communities"*
- 2.4 To agree the scope and timetable for reviewing the Corporate Strategy in light of the new LAA and Sustainable Community Strategy as detailed in para 3.6 below

3. REASONS FOR THE RECOMMENDATION

Local Area Agreement and the Corporate Strategy

- 3.1 The Public Service Board is a County-wide group with responsibility for working together to decide the joint priorities for the key service providers across the District. This includes responsibility for the Local Area Agreement. The Public Service Board approved the new County-wide Local Area Agreement at its meeting on 15th May. Warwick District Council is one of the partners from across County that has signed up to it. This new Local Area Agreement sets out the 54 key targets that the Partnership is aiming to achieve for the local area. Included in these targets are 16 mandatory indicators relating to education. The remaining 34 reflect local priorities. The proposed indicators and targets are shown in appendix 1
- 3.2 Of the 38 selected indicators, the WDC Corporate Strategy contributes to the achievement of 13 of these as shown in the table 1 below.

Table 1

LAA Block	No of Indicators in Block	No. of indicators to which WDC's Corporate Strategy contributes
Children and Young People	7 (excluding mandatory)	2
Safer Communities	6	1
Stronger Communities	4	3

Healthier Communities and Older People	5	1
Economic Development and Enterprise	7	3
Climate Change and Environment	5	3
Total	34	13
LAA "Local" Indicators	4	0
Overall Total	38	13

3.3 Table 2 below shows the 9 WDC Corporate Strategy Indicators which have no relationship to the LAA indicators

Table 2

WDC Corporate Strategy which have no relationship to the LAA
CS1(iii) Achieve a rating of 3 out of 4 in the Audit Commission's Use of Resources Assessment Score
CS2(i) Reduce the level of current tenants' rent arrears (expressed as a percentage of the gross debit)
CS2(iii) Reduce % of rent loss through properties being empty
CS3(iii) National Indicator 182 : Satisfaction of local businesses with local authority regulation services
CS4(iii) % of land at an acceptable standard of cleanliness (litter and detritus)
CS5(iii) % of all planning applications received which are consistent with design guidance and which are approved without requiring significant amendment at the request of WDC
CS6(ii) Number of Town & Parishes with a local plan for their area
CS7(i) Service Improvement Index : The average change in citizen perception of improvement of key services (Citizens' Panel)
CS7(iii) Number of multi-agency one stop shops

3.4 Tables 1 and 2 above show that there is some overlap between the LAA indicators and WDC's Corporate Strategy. It is absolutely right that there is not a complete correlation between the two as they have different organisational and geographical focus. However, there could be scope for the level of overlap to be improved. Table 3 below shows those LAA indicators which are relevant to WDC but which are not currently included in the Corporate Strategy

Table 3

LAA Targets which are relevant to WDC but which are not reflected in the Corporate Strategy	Nature of Relevance
NI 116 Proportion of children in poverty	Community Development, anti-poverty strategy, benefits
NI 117 16 to 18 year olds who are not in education, training or employment (NEET)	Economic Development service
NI 15 Serious violent crime rate	Input in to CDRP
NI 21 Dealing with local concerns about anti-social behaviour and crime by the local council & police	Input in to CDRP
NI 40 Drug users in effective treatment	Input in to CDRP
NI 16 Serious acquisitive crime	Input in to CDRP
NI 6 % Volunteering at least once a month	Community development and capacity building
NI 123 16+ current smoking rate	Environmental Health – smoke-free premises
NI 124 People with a long-term condition supported to be independent and in control of their condition	Housing – Supporting People
NI 139 The extent to which older people receive the support they need to live independently at home	Housing – Supporting People
NI 141 Number of vulnerable people achieving independent living	Housing – Supporting People
NI 171 : VAT registration rate	Economic Development service
NI 166 : Average earnings of employees in the area	Economic Development service
NI 165 : Working age population qualified to at least Level 4 or higher	Economic Development service

NI 188 Adapting to Climate Change	Emergency planning, climate change strategy
NI 197 Improved Local Biodiversity - Active Management of Local Sites	Amenities or Culture – management of local nature reserves

- 3.5 It would be possible to identify targets and actions within WDC's Corporate Strategy to address each of these LAA indicators, however this is likely to distract from the local priorities that have already been agreed in developing the 2008-2011 Corporate Strategy

Sustainable Community Strategy and the Corporate Strategy

- 3.6 In addition to the LAA, the Sustainable Community Strategy is nearing its completion and a report on this is also on this agenda. This has been prepared by the Local Strategic Partnership to provide a joined up way forward for improving the quality of life for the communities of Warwick District. The vision for the District (see paragraph 3.7.3 below) has been developed as part of the Sustainable Community Strategy. In addition to this, the Strategy has four themes and 16 objectives. It has not been possible to do a detailed mapping exercise between this and the Corporate Strategy. However it is clear that there are significant similarities between the two documents. The main differences are:

- 3.6.1 The Corporate Strategy has little emphasis on health, whereas the Sustainable Community Strategy has health as one of its four themes
- 3.6.2 The Vision for the District has been updated in the draft Sustainable Communities Strategy and is no longer the same as that agreed in the Corporate Strategy

Review of the Corporate Strategy

- 3.7 In light of the new LAA and draft Sustainable Community Strategy, it is suggested that a mid-term review of the Corporate Strategy be undertaken and that revised proposals are brought to Executive in July and Council in August. The review will :
- 3.7.1 assess the need to strengthen the health element of the Corporate Strategy in line with the Sustainable Communities Strategy and the revised Vision for the District
- 3.7.2 consider whether to amend some of the targets to ensure better alignment with the LAA, in particular those areas of the LAA over which WDC has significant control such as NI188 (Adapting to Climate Change) and NI 197 (Improved Local Biodiversity - Active Management of Local Sites)
- 3.7.3 in the meantime it is recommended that the Vision for the Corporate Strategy be amended to align with the Sustainable Community Strategy Vision for the District as follows :

"Warwick District, a great place to live, work and visit, where we aspire to build more sustainable, safer, stronger and healthier communities"

4. ALTERNATIVE OPTION CONSIDERED

- 4.1 It would be possible to retain the existing Corporate Strategy without amendment on the basis that it reflects the priorities for Warwick District and our organisation. However, this option should only be pursued in the light of a full understanding of how the existing Corporate Strategy contributes to the LAA. Pursuing this option would carry a risk that our priorities would not align well with our key partners'. As a

result there is potential that the best interests of the community would not be served and that our assessment under Comprehensive Area Assessment would be compromised.

5. BUDGETARY FRAMEWORK

- 5.1 It is not proposed to amend the financial and resource parameters set out in the Corporate Strategy, nor to amend the Resource Strategies in light of changes to the Corporate Strategy. Any new objectives and targets must therefore be achievable within the existing resources planned for the delivery of the Corporate Strategy.

6. POLICY FRAMEWORK

- 6.1 The Corporate Strategy forms the backbone of the Council's policy framework against which other decisions will need to be evaluated. Amending the Strategy in light of the LAA and the Sustainable Communities Strategy could therefore have significant knock-on effects for other Council policies

Warwickshire Local Area Agreement Proposed Indicators and Targets
08/05/08

Appendix 1

Proposed New LAA Indicators			Theme					Main Delivery Agent
No	NI Ref	Description		Baseline	8/09	09/10	10/11	
1	NI 1	% of people who believe people from different backgrounds get on well together in their local area (to be measured from Place Survey)	Stronger Communities	78.8%	80%	81%	82%	WREP (lead agency)
2	NI 4	% of people who feel they can influence decisions in their locality	Stronger Communities	32.3%	33%	35%	37%	SDC (lead agency)
3	NI 6	Participation in Regular volunteering	Stronger Communities	No baseline	Identify baseline	To be agreed	To be agreed	Nuneaton and Bedworth Volunteers Centre (lead agency)
4	NI 15	Serious violent crime rate (to include Domestic Violence)	Safer Communities	261 recorded offences (0.50 per 1,000 pop)	248 recorded offences (0.47 per 1,000 pop)	235 recorded offences (0.45 per 1,000 pop)	222 recorded offences (0.43 per 1,000 pop)	Police
5	NI 16	Serious acquisitive crime	Safer Communities	7,995 recorded offences 15.31 (per '000 pop)	7,595 recorded offences 14.54 (per '000 pop)	7,195 recorded offences 13.78 (per '000 pop)	6795 recorded offences 13.01 (per '000 pop)	Police
6	NI 21	Dealing with local concerns about anti-social behaviour and crime by the local council and police	Safer Communities	31,341 recorded incidents of criminal damage 60.02 (per '000 pop)	29,774 recorded incidents of criminal damage 57.02 (per '000 pop)	28,207 recorded incidents of criminal damage 54.02 (per '000 pop)	26,640 recorded incidents of criminal damage 51.01 (per '000 pop)	Districts/Boroughs/Police
7	NI 30	Re-offending rate of prolific and priority offenders	Safer Communities	212 convictions	Targets to	Be confirmed	In May 2008	PPO Manager/LCJB

Proposed New LAA Indicators			Theme					Main Delivery Agent
No	NI Ref	Description		Baseline	8/09	09/10	10/11	
8	NI 40	Drug users in effective treatment	Safer Communities	938 users in effective treatment	957 users in effective treatment	985 users in effective treatment	1,025 users in effective treatment	DAAT
9	NI 47	People killed or seriously injured in road traffic accidents	Safer Communities	397 people killed or seriously injured	393 people killed or seriously injured (Reduce by 1%)	389 people killed or seriously injured (Reduce by 1%)	385 people killed or seriously injured (Reduce by 1%)	Warwickshire County Council
10	NI50	Emotional health of children	Children & Young People	TELLUS 3 Survey awaited				Warwickshire County Council
11	NI 56	Obesity among primary school age children in Year 6	Children & Young People	15.6%	15.5%	15.4%	15.4%	Warwickshire County Council
12	NI 69	Children who have experienced bullying	Children & Young People	TELLUS 3 Survey awaited				Warwickshire County Council
13	NI 71	Children who have run away from home/care overnight	Children & Young People	Info not available until 09/10				Warwickshire County Council
	NI 72 Mandatory	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	Children & Young People	51	55.6	55.6	55.6	Warwickshire County Council
	NI 73 Mandatory	Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold)	Children & Young People	75	83	83	83	Warwickshire County Council
	NI 74 Mandatory	Achievement at level 5 or above in both English and Maths at Key Stage 3 (Th'hold)	Children & Young People	71	80	80	80	Warwickshire County Council

Proposed New LAA Indicators			Theme					Main Delivery Agent
No	NI Ref	Description		Baseline	8/09	09/10	10/11	
	NI 75 Mandatory	Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold)	Children & Young People	47.5	59	59	59	Warwickshire County Council
	NI 83 Mandatory	Achievement at level 5 or above in Science at Key Stage 3	Children & Young People	77	84	84	84	Warwickshire County Council
	NI 87 Mandatory	Secondary school persistent absence rate	Children & Young People	N/A	5.2	5.2	5.2	Warwickshire County Council
	NI 92 Mandatory	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	Children & Young People	28	27.79	27.79	27.79	Warwickshire County Council
	NI 93 Mandatory	Progression by 2 levels in English between Key Stage 1 and Key Stage 2	Children & Young People	86	91	91	91	Warwickshire County Council
	NI 94 Mandatory	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	Children & Young People	76.2	88	88	88	Warwickshire County Council
	NI 95 Mandatory	Progression by 2 levels in English between Key Stage 2 and Key Stage 3	Children & Young People	33	41	41	41	Warwickshire County Council
	NI 96 Mandatory	Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3	Children & Young People	60.6	71	71	71	Warwickshire County Council
	NI 97 Mandatory	Progression by 2 levels in English between Key Stage 3 and Key Stage 4	Children & Young People	56.3	68	68	68	Warwickshire County Council
	NI 98 Mandatory	Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4	Children & Young People	26.6	39	39	39	Warwickshire County Council

Proposed New LAA Indicators			Theme					Main Delivery Agent
No	NI Ref	Description		Baseline	8/09	09/10	10/11	
	NI 99 Mandatory	Children in care reaching level 4 in English at Key Stage 2	Children & Young People	38	33	33	33	Warwickshire County Council
	NI 100 Mandatory	Children in care reaching level 4 in Maths at Key Stage 2	Children & Young People	48	33	33	33	Warwickshire County Council
	NI 101 Mandatory	Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)	Children & Young People	7.7	18	18	18	Warwickshire County Council
14	NI 110	Young people's participation in positive activities	Children & Young People	TELLUS 3 Survey awaited				Warwickshire County Council
15	NI 111	First time entrants to the Youth Justice System aged 10-17	Children and Young People	1018	968	920	874	LCJB
16	NI 116	Proportion of children in poverty	Children & Young People	Not available until 09/10				Warwickshire County Council
17	NI 117	16 to 18 year olds who are not in education, training or employment (NEET)	Children & Young People	5.8%	4.8%	4.4%	4.2%	Connexions
18	NI 120	NI 120 All age all cause mortality Countywide: Males Females Nuneaton & Bedworth: Males	HCOP	 719 517	 648 486	 628 476	 608 468	Warwickshire PCT

Proposed New LAA Indicators			Theme					Main Delivery Agent
No	NI Ref	Description		Baseline	8/09	09/10	10/11	
		Females		832	750	700	675	
				590	560	530	506	
19	NI 123	16+ current smoking rate prevalence	HCOP	2981 3 yr ave 04-06	3102	3134	3166	Warwickshire PCT
20	NI 124	People with a long-term condition supported to be independent and in control of their condition	HCOP	Base line to be agreed following first survey	Agree Baseline			Warwickshire PCT/WCC
21	NI 135	Carers receiving needs assessment or review and a specific carer's service or advice and information.	HCOP	17%	19%	21%	22%	WCC
22	NI 141	Number of vulnerable people achieving independent living (Supporting People)	HCOP	63.91%	70.29%	74.02%	77.76%	WCC
23	NI152	Working age people on out of work benefits	Economic Development & Enterprise	8.72% (Warwickshire) 13.81% (Priority Wards)	8.65% (Warwickshire) 13.6% (Priority Wards)	8.55% (Warwickshire) 13.3% (Priority Wards)	8.45% (Warwickshire) 13.0% (Priority Wards)	Jobcentre Plus
24	NI 155	Number of affordable homes delivered (gross)	Stronger Communities	440	296	345	567	
25	NI 163	Working age population qualified to at least Level 2 or higher (NB: targets relate to previous years performance due to time lag in data publication)	Economic Development & Enterprise	73.2% (Warwickshire) 8.6% (gap between north of the of the county and Warwickshire average)	75% (Warwickshire) 8.0% (gap between north of the of the county and Warwickshire average)	76.8% (Warwickshire) 7.5% (gap between north of the of the county and Warwickshire average)	78.5% (Warwickshire) 7.0% (gap between north of the of the county and Warwickshire average)	LSC
26	NI165	Working age population qualified to at least Level 4 or higher	Economic Development & Enterprise	1.8% (gap between Warwickshire and the South East)	1.5% (gap between Warwickshire and the South East)	1.25% (gap between Warwickshire and the South East)	1% (gap between Warwickshire and the South East)	
								WCC to monitor and report performance

Proposed New LAA Indicators			Theme					Main Delivery Agent
No	NI Ref	Description		Baseline	8/09	09/10	10/11	
27	NI166	Average earnings of employees in the area	Economic Development & Enterprise	96.6% (Proportion of W'shire to SE average)	97% (Proportion of W'shire to SE average)	97.25% (Proportion of W'shire to SE average)	97.5% (Proportion of W'shire to SE average)	WCC to monitor and report performance
28	NI171	VAT registration rate	Economic Development & Enterprise	44 (Warwickshire)	44 (Warwickshire)	45 (Warwickshire)	45 (Warwickshire)	
				28 (Nuneaton and Bedworth)	29 (Nuneaton and Bedworth)	30 (Nuneaton and Bedworth)	31 (Nuneaton and Bedworth)	Business Link West Midlands/C and W Enterprise Consortium
29	NI 175	Access to services and facilities by public transport, walking and cycling by:	Economic Development & Enterprise					TBA
		% of total population with Basic Access - Daytime off peak journey and return once a week to a service centre		99.83%	99.83%	99.9%	100%	
		% of total population with Daily Access to Services - Services Daytime off peak journey and return on Mondays to Saturdays to a Service Centre		96.83%	96.83%	97%	97.25%	
		% of total population with limited Access to employment opportunities and key services - Morning and evening peak Monday - Saturday to a Main Service Centre plus a minimum of two off peak daytime journeys		95.14%	95.14%	95.5%	96%	
29	NI 175	% of total population with access to employment, and good access to other key services - Morning and evening peak return journey on Mondays - Saturdays to a Main Service Centre and a daytime off peak journeys every hour Monday - Saturday to a Main Service Centre	Economic	88.91%	88.91%	89.5%	90%	

Proposed New LAA Indicators			Theme					Main Delivery Agent
No	NI Ref	Description		Baseline	8/09	09/10	10/11	
		% of total population with access to employment, and comprehensive access to other key services - Morning and evening peak return journey on Mondays - Saturdays to a Main Service Centre and a daytime off peak journeys every hour Monday - Saturday to a Main Service Centre plus an evening and Sunday return journey to a Main Service Centre	Development & Enterprise	78.27%	78.27%	79%	80%	
30	NI 186	Per capita co2 emissions in the LA area	Climate Change & Environment	Defra 2005 8.3tonnes per capita	2.40%redn. (8.1tonnes per capita)	2.40%redn. (7.90 tonnes per capita)	2.42%redn. (7.71 tonnes per capita)	Warwickshire County Council and all District / Borough Councils in Warwickshire
31	NI 188	Adapting to Climate Change	Climate Change & Environment	No assessment of Climate risks 0	0	0	1	Warwickshire County Council and all District / Borough Councils in Warwickshire
32	NI 191	Residual Household Waste per Head	Climate Change & Environment	840 kgs per household	746 kgs per household 11%redn.	702 kgs per household 6%redn.	671 kgs per household 5%redn.	Warwickshire County Council and all District / Borough Councils in Warwickshire
33	NI 195	Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)	Climate Change & Environment	2007/08 1=13%	1=10%	1= 9%	1= 8%	District and Borough Councils

Proposed New LAA Indicators			Theme					Main Delivery Agent
No	NI Ref	Description		Baseline	8/09	09/10	10/11	
				2=17% 3=3% 4 =1%	2=15% 3= 1% 4 = 3%	2=14% 3= 1% 4= 2%	2=13% 3= 1% 4= 1%	
34	NI 197	Improved Local Biodiversity - Active Management of Local Sites	Climate Change & Environment	61.16%	59.58%	55.28%	51.93%	Warwickshire County Council and all District / Borough Councils in Warwickshire

Proposed Local Indicators

Proposed New LAA Indicators			Theme					Further Details	Main Delivery Agent
No	NI Ref	Description		Baseline	8/09	09/10	10/11		
1	NI 102 – KS2	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2	Children & Young People	28	26	23	20		WCC
2	NI 102 – KS4	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 4	Children & Young People	31.8	31	27	26		WCC
3	NI 112	Under 18 conception rate	Children & Young People	32.3	28.4	24.5	20.7		WCC
4	NI 79	Achievement of a Level 2 qualification by the age of 19	Children & Young People	73.8	75	77	80		LSC
5	NI 187	Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating	Climate Change & Environment						

Proposed New LAA Indicators			Theme					Further Details	Main Delivery Agent
No	NI Ref	Description		Baseline	8/09	09/10	10/11		
6	NI 120	All age all cause mortality <i>(Disparity within deprivation quintiles of Warwickshire)</i>	HCOP	7.5% <i>(2004-2006)</i>	7.3% <i>(2006-2008)</i>	7.2% <i>(2007-2009)</i>	7.1% <i>(2008-2010)</i>		Warwickshire PCT
7		Increase the consumption of fruit & vegetables to at least 5 a day	HCOP	26.5%	27.5%	28.5%	29.5%		Warwickshire PCT via Food for Health Group
8		Increase 5 a week physical activity	HCOP	30.7%	31.5%	32.5%	33.5-%		WCC via Physical Activity Group
9		Improve emotional health in the workplace	HCOP	Policy 9/13 Training Man 4/13 Awareness 2/13	90% Statutory 65% Statutory 20% Statutory	100% Statutory 85% Statutory 50% Statutory 3 businesses per district engaged	2 additional businesses per district engaged & working towards policy development & training.		Warwickshire PCT
10	NI 8	Adult Participation in Sport	tbc						GWSP
11		People 65+ with fractured neck of femur	HCOP	470.4 per 100,000 2007	456.3 per 100,000	442.1 per 100,000	423.4 per 100,000		Warwickshire PCT via Falls Group
12	NI 139	The extent to which older people receive the support they need to live independently	HCOP	Baseline to be agreed via Survey					WCC