

THE WARWICK PARTNERSHIP

A SHARED VISION

WARWICK DISTRICT'S SUSTAINABLE
COMMUNITY STRATEGY

2009 - 2026

OUR VISION

**WARWICK DISTRICT, A GREAT PLACE TO LIVE WORK
AND VISIT, WHERE WE ASPIRE TO BUILD
SUSTAINABLE, SAFER, STRONGER
AND HEALTHIER COMMUNITIES**

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FOREWORD

**By Councillor Michael Doody and Councillor Mrs Sarah Boad
Joint Chairs of the Warwick Partnership Executive Group**

This is an interesting and exciting time for community, public, private and voluntary sector partners in the Warwick District. The structure of our Local Strategic Partnership has this year been independently reviewed to make it fit for purpose for the future, making stronger links with our newly established Community Forums and neighbourhood working structures in the District, and also at a countywide level with the Warwickshire Public Service Board.

Many people from all sectors have contributed their time and expertise to support the development of the Local Strategic Partnership, and the Sustainable Community Strategy, and as joint Chairs we are grateful for their valuable input. They have shown great commitment to strengthen partnership working arrangements in the District, which will lead to better use of resources, less duplication, and a focus on narrowing the gaps in our community. Our intention is to ensure that the Warwick LSP contributes purposefully towards improving the quality of life for all who live in, work in or visit our District. This Sustainable Community Strategy lays a clear vision for the direction of our work as a partnership over the next few years. It will be supported by shorter term action plans, as referred to in the strategy document. We will review our progress regularly, and make sure that actions are accounted for, and are all clearly linked to helping us to achieve our longer term vision.

INTRODUCTION

'Creating sustainable communities is a challenging task. It requires us to integrate the delivery of social, economic and environmental goals, to take a coordinated approach to delivering public services that work for everyone, including the most disadvantaged, and to think strategically for the long term.'

UK Sustainable Development Strategy 2006

SUMMARY

This is Warwick District's first sustainable community strategy (SCS) which builds on the achievements of the two previous community plans, published in 2001 and 2005.

The Strategy has been published by the Warwick Partnership, the local strategic partnership for the district, which is made up of representatives from a range of organisations across the voluntary and community sector, and the public and private sectors. For a full list of partners see Appendix A.

The partnership has developed the community strategy from:-

- Existing plans and strategies
- What key stakeholders told us at public consultation events were the top issues
- Facts and figures as to what has improved and what still needs to be done
- The top priorities identified in the Local Area Agreement

The purpose of this strategy is to make sure we work in partnership to improve the quality of life for every resident in Warwick District by tackling the issues that matter most to people such as crime, improving health and well being and protecting the environment. It's about improving the quality of life for every resident in Warwick District covering all the key elements such as housing, employment, education, health, children, young adults and older people.

WHAT IS A SUSTAINABLE COMMUNITY STRATEGY?

A Sustainable Community Strategy is the long term vision for the area that provides the framework for all partners to work together to achieve.

In addition to the new Local Area Agreement, there have been other drivers that have led to the development of the Strategy. The Government's Sustainable Development Strategy 2005 followed by the Sustainable Communities Act 2007 and White Paper '*Strong and Prosperous Communities*' required local authorities and their partners to re-shape their existing community plans into strategies which address the area's longer term needs.

Sustainability should be at the heart of decisions taken on the content on the strategy and it should integrate social, economic and environmental priorities for the area. The strategy should also be a vehicle for considering and deciding how to address difficult and cross cutting issues such as the economic direction of an area, cohesion, social exclusion and climate change.

A number of key strategies sit under the umbrella of the Sustainable Community Strategy. These strategies have a major role to play in helping to achieve the strategic vision for the area like the Core Strategy, Housing Strategy, Play Strategy, Children and Young People's Strategy. A full list of key strategies can be found in Appendix B. It also provides the strategic framework for the development of locality plans originating from the new community forums and neighbourhood action groups as well as incorporating the priorities expressed in the increasing number of parish plans.

THE SPATIAL DIMENSION

Warwick District Core Strategy:

The Council is currently preparing its first ever Core Strategy. This Strategy will guide the future growth and development of the District up to 2026. For example, it will identify areas for new housing and jobs to meet the District's future needs as well as important areas for protection and regeneration.

The Core Strategy will closely relate to the SCS and will help to deliver many of its strategic aims.

The Core Strategy will have a vision for what Warwick District will be like in 2026, which builds on the vision of the SCS. It will also contain strategic objectives which link with the strategic aims of the SCS.

For each strategic objective, a delivery strategy will be prepared showing how that objective is to be achieved, when, and by whom. These delivery strategies will link with the action plans within the SCS but will be over a much longer time

period.

To ensure these links are made, the District Council Planning Policy Team have worked alongside the Community Partnership team in the preparation of both documents and joint events and workshops have promoted a close working relationship fostering awareness of the shared aims and objectives.

The preparation of the Core Strategy takes a lot longer than the SCS and is required to go through various stages of public consultation and an examination by a Government Inspector. The Council have currently undertaken two stages of consultation on the “key issues” and “options for growth”. Further stages are programmed for later in 2009, with the final version likely to be adopted by the Council in late 2010.

More details about the Core Strategy can be found at:

www.warwickdc.gov.uk/corestrategy

WARWICKSHIRE SUSTAINABLE COMMUNITY STRATEGY, THE LOCAL AREA AGREEMENT AND NARROWING THE GAPS

The Countywide SCS is currently being developed and will provide the strategic backdrop for the current Local Area Agreement and its underpinning theme of Narrowing the Gaps. The SCS will be structured around the LAA six partnership themes:-

Children and Young People	Strong Communities
Safe Communities	Healthier Communities and Older People
Climate Change & Environment	Economic Development & Enterprise

In addition to the partnership themes are six cross cutting themes which are:-

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

Whilst its primary focus is on countywide issues, there should be a clear thread that connects district level priorities and those reflected at the countywide level. The Public Service Board will therefore be ensuring that the County SCS is compatible with and supportive of the five district-wide sustainable community strategies.

WARWICK AT A GLANCE

Warwick District is acknowledged as a beautiful place to live, work and visit. The District is home to 125,931 people and covers an area of 2827km². It includes the towns of Royal Leamington Spa, Warwick and Kenilworth and surrounding villages covering 20 wards.

The area has a mix of social conditions consistent with a generally prosperous part of the country. Strikingly its population has grown considerably by national standards, perhaps attracted by some of the significant social assets in the local area, as well as the economic opportunities on offer. The district has attracted a high share of knowledge workers, driving the prosperity. This is supported by relatively low deprivation, a healthy population and reasonably low crime rates.

The health of the people of Warwick District is generally better than the national average. The average life expectancy is 80.5 years and this is matched by an average infant mortality rate nationally and low rate by West Midland's standards.

Levels of deprivation are generally low and no area in the district falls into the fifth most deprived areas of England. However housing deprivation in Warwick is also the highest in the region and affordable housing therefore stands out as a key priority for the area's sustainable development.

In addition to housing deprivation, the district's affluence does mask some significant inequalities in terms of health, income and skills. There have been a considerable number of targeted interventions in the Brunswick and Crown wards in Leamington in recent years and significant improvements made in narrowing the gap. Such targeted efforts are now being expanded to take in some of the estates in Warwick where pockets of deprivation exist.

Warwick's very good health conditions translate into low levels of worklessness, with levels of benefit claimants falling below the national, regional and county averages.

Warwick is a good place to do business with a relatively high business density of 44 firms per 1000 population (compared to the national figure of 37). It also has one of the most skilled populations in the country. Although the proportion of residents in 'skills poverty' is relatively low it does show that the district still has nearly a quarter of the population lacking basic skills.

As might be expected of a generally affluent district, the overall levels of crime are much lower than the rate in England, the West Midlands or in Coventry and Warwickshire. However, between August 2007 and July 2008 total violent crime increased by 3.2% (compared with a 7.5% decrease countywide). The main hotspot for offences is Leamington Town Centre and has links to both the night

time economy and alcohol related violence. Two priority areas have been identified by police based on the volume of anti social behaviour incidents and these include some of the most deprived wards in the county.

Warwick District has the largest population in the County and the youngest population by median age. The district also has the highest number of single people in Warwickshire which probably reflects the significant student population.

Warwick District is estimated to have the highest proportion of non-'White British' residents, at 14.5%. It is also home to a small, but significant Portuguese population of about 4,000, this population comes from a predominantly rural deprived area of Portugal.

The district has a high level of migration of which a reasonably high proportion have come from within the UK.

The most rapid population growth is expected to be experienced in Warwick District with an overall increase of 31.6% between 2006-2031, bringing the total population in the district to 174,900.

Given Warwick's rural and urban mix, the area has below average levels of connectivity. There is a high proportion of people travelling to work by car and a lower proportion of workers using public transport – only 5.3% compared to a national average of 14.8%. Nevertheless there is a significant share of residents who travel to work on foot or on bicycle, that is higher than the national or sub regional average. A measure of journeys per sq km is a proxy for general transport stress and on this measure Warwick shows high levels of congestion, well over the national, regional and sub regional levels. This also has a detrimental effect on the district's environmental quality of life due to poor air quality and pollution.

OUR SHARED VISION

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

The vision and aims of the strategy have been drawn up after widespread consultation and collaboration with residents, local community groups and organisations, statutory partner agencies and neighbourhood forums.

The 'Shared Vision' consultation event held at The Gap Community Centre in Warwick in June 2007 attracted over 130 participants. The focus of the event was to:-

- Carry out a stock take on what had been achieved under the current community plan, Warwick District 2020, and what actions were outstanding and needed to be carried over into the new strategy
- Consider the findings of the 'State of Warwick' Report 2007 which ranked Warwick District in terms of its social, economic and environmental conditions compared to the rest of the country
- Provide snapshots of work being undertaken by partner agencies and the thematic groups in the areas of health, culture, the economy, housing, transport, planning and community safety and an indication of future challenges and priorities
- To take account of the LAA actions to be delivered locally
- In workshops begin shaping the vision and prioritising issues for the lifetime of the strategy

In November 2007 the Partnership held some smaller strategic planning workshops where the aim was to translate all the information and consultation feedback from the conference into a draft community strategy framework. This was then brought back to a further stakeholder event 'Making it Real' in February 2008 to ensure that people's issues, views and concerns had been interpreted and represented accurately within the framework.

This vision provides a long term approach. It underpins our approach to partnership working but also underpins land use planning locally, ensuring that sustainability is at the heart of what we do in social, economic and environmental terms.

The Warwick Partnership has facilitated much improved joint working between agencies and the community and voluntary sector as has been demonstrated by the successful delivery of many of the previous community plan's objectives. The

existence of the Partnership has enabled other new initiatives to emerge that have also contributed to these achievements.

THE STRATEGIC AIMS

Warwick District's new Sustainable Community Strategy encompasses a broad range of aims that will improve the quality of life of residents in the District.

Strategic Aims

- Our community has actively minimised environmental impacts
- There is a vibrant, viable and sustainable rural community
- The built and natural environment has been protected and enhanced
- There is a strong, diverse economy which provides jobs for all
- The transport infrastructure enables easier access to key services and facilities
- The people of Warwick District will feel safe going about their everyday lives
- Everyone's housing needs are met
- People from different backgrounds get on well together
- There is a thriving tourist economy making it one of the top visitor destinations
- Citizens are actively engaged in decision making and participate fully in community life
- There is a strong learning culture that spans all age groups
- There are opportunities for everyone to enjoy and participate in sport, the arts and cultural activities
- Everyone is able to enjoy a healthy lifestyle and sense of well being
- Every child and young person including those who are vulnerable and disadvantaged has the greatest opportunity to be the best that they can be
- The gap between affluent and poor people has been significantly reduced
- Our older and vulnerable citizens are valued and live fulfilling and independent lives

THE THEMATIC PRIORITIES

Whilst all partner agencies will continue to work on important issues that constitute their own core activity, the Warwick Partnership has decided that it will prioritise collaborative activity on those issues where it needs to make significant improvements, namely those that fall within the following 4 thematic areas:-

Thematic Priority 1

Safer Communities

Safer communities – protecting our communities from harm with an emphasis on the prevention of incidents, whilst focusing on the most vulnerable to make them feel safer.

Thematic Priority 2

Health & Well Being

A healthier community – encouraging a rounded and active view of lifestyles including exercise and healthy eating to minimize preventable deaths and illnesses

Thematic Priority 3

Housing

Building communities – providing sustainable, affordable, quality housing for everyone who wishes to live and work in the District

Thematic Priority 4

Economy, Skills & Employment (including recession planning)

An economically vibrant and creative community – low carbon based, focusing on the development of the knowledge economy/creative/high value engineering and design industries, the health of its town centres and rural areas and promoting continuous learning and innovation in our educational, economic, tourism, sporting and cultural activities

These priority areas were agreed after careful consideration by the Warwick Partnership Executive Group, the decision making core group of the Warwick Partnership, of proposals put forward at the Partnership Development Day in February 2009 which involved a representative cross section of stakeholders.

A 'priority' is defined as 'those partner priorities to which collaborative action can add most value and really make a difference'.

THE THEMATIC PRIORITIES

Safer Communities – Mission Statement

Safer communities – protecting our communities from harm with an emphasis on the prevention of incidents whilst focusing on the most vulnerable to make them feel safer

Strategic Aim: By 2026 the people of Warwick District will feel safe going about their everyday lives

Our Priorities:

- Reduce serious violent crime¹
- Reduce anti social behaviour including criminal damage
- Reduce serious acquisitive crime including vehicle crime

To achieve our strategic aim we need to:

Take a diversionary and preventative approach to reduce the risk of offending

Concentrate activity within identified police priority areas where there is a disproportionately high level of crime

Work with community forums and safer neighbourhood teams to provide high visibility reassurance when it is most needed

Deliver an effective and efficient response to meet the needs of local communities

Manage the night time economy in police priority areas

Tackle anti social behaviour by working in partnership with other key agencies, focusing on parenting, school attendance and community factors

Work in partnership, with young people, to increase positive, diversionary interventions and improve image, perceptions and understanding between generations

Address the causes of alcohol and drugs misuse particularly in targeted geographic areas

Identify those families deemed to be most at risk from harm and implement appropriate protection measures

Reduce domestic violence by supporting victims and securing evidence to pursue prosecution

Health & Well Being – Mission Statement

A healthier community – encouraging a rounded and active view of lifestyles including exercise and healthy eating to minimize preventable deaths and illnesses

Strategic Aim: Everyone is able to enjoy a healthy lifestyle and sense of well being

Our Priorities:

- Reducing obesity, particularly in children
- Increase opportunities for everyone to enjoy and participate in sport, the arts and cultural activities
- Supporting independent living
- Improving mental health provision, awareness and access to services
- Increase and improve preventative work on sexual health/teenage pregnancy
- Reduce smoking
- Reduce drug and alcohol misuse
- Develop a joined up approach to tackling the causes of poverty

To achieve our strategic aim we need to:-

Work with schools, children's centres and community/neighbourhood centres to promote healthy lifestyles focusing on healthy eating and exercise

Remove barriers to make it easier for people to access sports, leisure and cultural activities

Build the capacity of voluntary sector health providers to sustain and develop the essential role they play in all aspects of promoting health and well being

Replicate the best practice of Brunswick Healthy Living Centre elsewhere across the district

Work closely with community forums to tackle specific health issues at a neighbourhood level

Develop a more integrated approach and signpost more effectively to direct people from service to service according to their needs

Improve access to drugs and alcohol rehabilitation and support services

Produce a Partnership Anti Poverty Strategy

Housing – Mission Statement

Building communities – providing sustainable, affordable, quality housing for everyone who wishes to live and work in the District

Strategic Aim: By 2026 everyone's housing needs are met

Our Priorities:

- Meet housing need in accordance with the requirements of the Regional Spatial Strategy and local Core Strategy
- Meet the Decent Homes Standard
- Reduce and prevent homelessness
- Make homes sustainable
- Support independent living for older and more vulnerable people

To achieve our strategic aim we need to:-

Ensure sufficient suitable land for housing is available and able to be developed to meet future requirements and that new housing development is of the right type, size and tenure

Manage the impacts of housing growth effectively

Implement Section 106 Agreements effectively to ensure new residential developments have the necessary infrastructure to meet the needs of the community

Develop a more integrated partnership approach to meeting housing demand e.g. jointly lobbying for funding, freeing up public land, public/private sector ventures

Design in sustainability to new developments e.g. homes for life, energy efficiency, renewable energy sources, minimising carbon emissions, recycling provision

Work closely with community forums/neighbourhood groups to maintain a good quality of life for residents and ensure a clean, green and safe environment in which to live

Economy, Skills and Employment – Mission Statement

An economically vibrant and creative community – low carbon based, focusing on the development of the knowledge economy/creative/high value engineering and design industries, the health of its town centres and rural areas and promoting continuous learning and innovation in our educational, economic, tourism, sporting and cultural activities

Strategic Aim: There is a strong, diverse economy which provides jobs for all

Our Priorities:

- Effective business support focussing on small and medium sized employers
- Deliver inward investment focussing on the knowledge, creative design and high value engineering sectors
- Vital and viable town centres regenerating strategic sites and intensifying development
- Continuous learning, increase skills and training opportunities
- Protect, sustain and develop a strong rural economy
- Increase employment opportunities; identify strategic employment development sites
- Address impacts of worklessness and recession
- Ensure the economy is based on low carbon principles

To achieve our strategic aim we need to:

Work in partnership to deliver targeted business support

Identify sites and opportunities that fit the needs of the key target sectors

Develop Area Action Plans for the town centres and market the opportunities

Develop effective local partnerships to ensure that local people have the skills and training to develop themselves through work

Create joint apprenticeship opportunities e.g. construction skills training programmes running alongside house building programmes

Identify clear opportunities that will lever funding from other sources

Provide support programmes for getting people back into employment

DELIVERING THE STRATEGY

Re-designing the Warwick Partnership

WPEG recognised that in order to effectively implement the new sustainable community strategy the Partnership needed to undergo thorough scrutiny and revision in order to come up with a structure that was fit for purpose.

The new future for the Warwick Partnership was influenced by a large number of stakeholders from all key sectors who participated in telephone and face to face interviews and took part in the Partnership Development Day in February 2009.

After careful consideration of all the feedback forthcoming from the review, WPEG agreed on a new structure which would:-

- **Effectively deliver actions underpinning the 4 priority themed areas**
- **Ensure a cross cutting approach**
- **Focus on targeted geographic areas**

Effectively deliver actions underpinning the 4 priority themed areas

The priority themes will be taken forward by specifically assigned thematic groups whose task it will be to develop short to medium term delivery plans. These groups will comprise representatives of partner organisations with an interest in or responsibility for the thematic area. Their remit will be practical planning, delivery and performance management. The 'champion' for each theme will sit on WPEG.

Ensure a cross cutting approach

Working to a common template, the delivery plans will be produced for each priority to identify the actions required to make progress.

Such plans will embed, take full account of and demonstrate how they address the following cross cutting approaches:-

CROSS CUTTING THEMES

- 1. Narrowing the gaps on a range of priority actions**
- 2. Embedding sustainability throughout – this includes environmental matters**
- 3. Working with families at risk**
- 4. Engaging and strengthening communities, including community cohesion**
- 5. Rurality – targeting disadvantaged rural locations**

The new **Theme Coordination Group** will be tasked with ensuring that delivery plans are increasingly cross cutting and that they tackle the causes rather than the symptoms of issues. The group will also look to devise joint solutions to any problems that are proving hard to tackle and would be at risk of ‘falling between the cracks’.

Focus on targeted geographic areas

In line with the approach adopted by the County’s public agencies e.g. priority policing areas and based on levels of deprivation, the Strategy will focus a lot of collaborative ‘Narrowing the Gaps’ activities in the following areas:-

TARGETED GEOGRAPHIC AREAS

- Brunswick Ward**
- Crown Ward**
- West Warwick**

The aim here would be to ensure that there is no area within the District that is in the worst 30% of deprived Super Output Areas in the country.

The **town centres** of Leamington, Warwick and Kenilworth will also be targeted to underpin and develop economic activity.

UNDERPINNING PRINCIPLES OF DELIVERY

Partnership Working

Identifying opportunities for sharing ideas and resources in order to provide better services

Working within the principles of the Warwickshire Compact, working closely with the voluntary and community sector partners to realize the full potential of the sector and the significant potential of local community based activities

Improving methods of communication with partners, reviewing ways of working, revising partnership structures to more effectively deliver the actions within the Sustainable Community Strategy

Create better links between the three tiers of local government in the district

Share good practice and information to make it easier for everyone to better access services

Equalities and Diversity

Ensure that the Warwick Partnership membership is inclusive and the diverse needs of the communities are met

Recognise that currently some people do not experience fair access to services and a fair quality of life and that discrimination, harassment and other barriers to participation because of race, disability, age, gender, religion or belief or sexual orientation, do exist

Involvement

The Warwick Partnership will continue to work with specific groups/organizations and communities of interests and those individuals and groups who may feel excluded, or do not have the opportunity to participate in consultations or community forums

Community Engagement

The Sustainable Community Strategy will be implemented in accordance with the guidance in the District's new Community Engagement Strategy and supporting LAA NI4 Community Empowerment

Innovation

Using accurate information about local needs and issues to develop creative solutions to local problems

Using technology to improve communications between partners and between

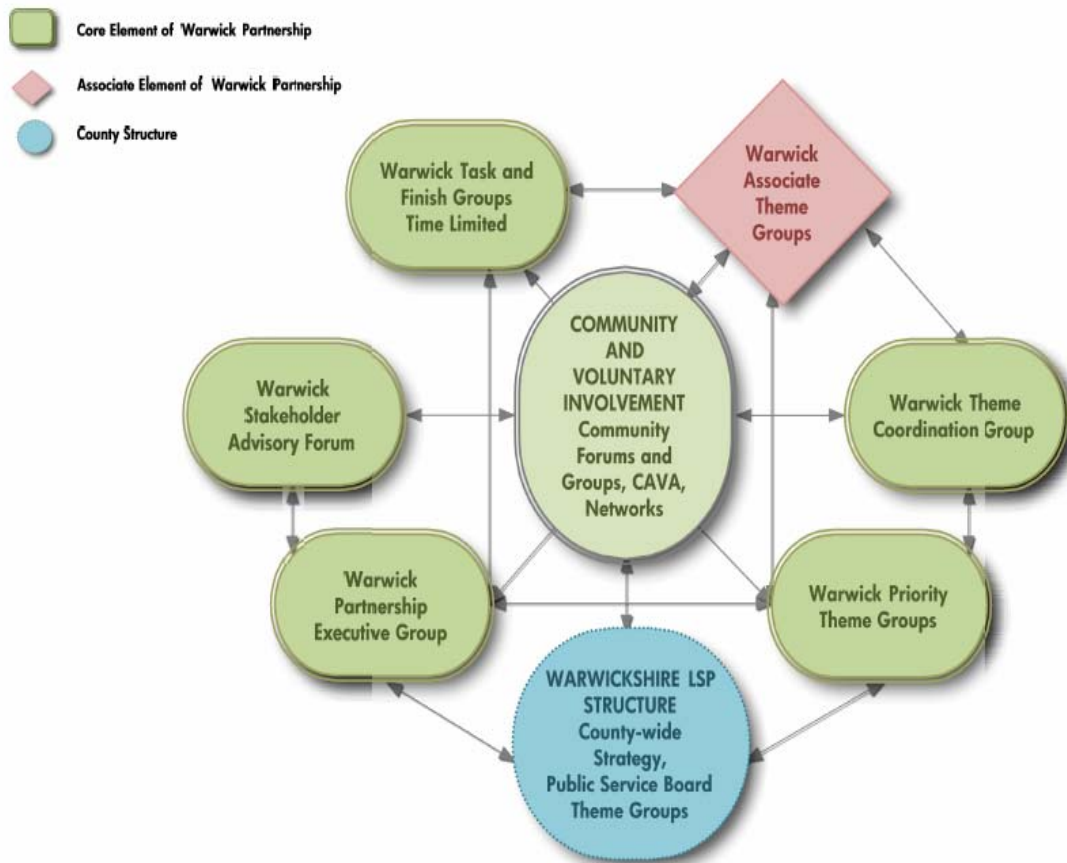
service providers and service users

Sustainability

Ensure all elements of the community strategy and its action plan are proofed to ensure sustainable outcomes

Make explicit the linkages between key issues in the strategy and encourage and facilitate joint working opportunities

NEW PARTNERSHIP STRUCTURE



WARWICK PARTNERSHIP PROPOSED NEW STRUCTURE April 2009

See Appendix C for further information on the role and remit of each component and how they connect together.

Other benefits of the new structure are:-

- Improved connectivity and communication between all component parts and between District and County structure

- Wider and more meaningful engagement of stakeholders
- Better informed decision making
- More effective performance management

ENGAGING LOCAL PEOPLE

The Warwick Partnership Executive Group (WPEG), which is the core decision making group of the Warwick Partnership, is responsible for overseeing and supporting the development of locality working and community forums in the District (in its role as the Warwick-focused body where partner agencies from the statutory and voluntary sectors converge as partners).

In Warwick District there are 5 locality areas and 7 community forums:

- **South Leamington** (2 community forums – South Leamington and Whitnash)
- **North Leamington**
- **Warwick**
- **Kenilworth**
- **Warwick Rural** (2 community forums – Warwick Rural East and Warwick Rural West)

The Community Forums will exist to encourage community and voluntary sector input to identifying local needs and issues – providing an opportunity (in addition to existing mechanisms) for Councillors and other partners to listen to the local community, and for public sector agencies to respond accordingly, wherever possible, making better use of existing resources by working in a more joined up way.

The work of the forums will be influenced by the locality profiles and will result in the publication of simple action plans, accountability for which will rest with public sector partners. Action plans will build upon existing Parish or Neighbourhood Plans. All these plans will sit within the framework of the Sustainable Community Strategy.

The objectives of the Forums are to:

- Help shape the public services in the locality and ensure that these services respond to local needs. This includes the production of a plan identifying agreed key priorities and sharing information about the public services offered in the locality including key service contacts

- Agree proposed actions affecting the locality and identify local priorities, including Safer Neighbourhood priorities.
- Provide the opportunity for the community to question and challenge public sector service providers about the services that are delivered locally;
- Link local people and organisations to the Warwick Local Strategic Partnership and the Warwickshire Local Area Agreement
- Support local councillors in dealing with issues in the locality and in shaping local services
- Ensure that relevant information is shared and two-way communication takes place between public sector agencies and local people and organisations

The Locality Profiles for Warwick District have highlighted certain key issues that will inform this strategy and subsequent action plans:

VOLUNTARY AND COMMUNITY SECTOR INVOLVEMENT AND ENGAGEMENT

Community engagement is a critical element of both the strategic and delivery vehicles of the Partnership.

- **Strategic involvement** will take place through participation by voluntary and community sector (VCS) agencies in the Stakeholder Advisory Forum, with particular invitation being made to the Chairs of the new Community Forums.
- **For Partnership management** a VCS seat is available on the Partnership Executive Group.
- **For delivery** a SPAN (Sustainable Partnerships Action Network) representative will be invited to serve on the Theme Co-ordination Group and VCS representatives can serve on the various theme groups.

This gives a spread of opportunity and represents a genuine attempt to ensure the community's views can be expressed but also that the delivery potential of the third sector is fully explored.

Building the Capacity of the VCS

It is widely recognised and acknowledged by the Partnership the crucial role that the VCS and its infrastructure organisations play in delivering essential services. The issue of sustainable funding for this sector is an ongoing challenge. The consultation process on developing the new sustainable community strategy and reviewing the Partnership highlighted the need for the statutory partners to make a joint commitment to tackle this issue as part of implementing the SCS.

The following issues need to be considered by WPEG via the Theme Coordination Group:-

- Pooling public sector funds
- Creating a single application process for grants
- Statutory partners to develop a coordinated approach to supporting the VCS via the Warwick Partnership and in accordance with COMPACT
- Sustaining existing projects that are meeting SCS aims and priorities

Stronger Communities

The theme of stronger, cohesive communities, as one of the 5 cross cutting approaches, now sits within the remit of the Theme Coordination Group in the new structure. In addition there are key elements of 'Stronger' that have been included within one or more of the 4 Themed Priority Areas.

MEASURING IMPACT

We will set out in the delivery plans what we aim to achieve in the first 3 years of the strategy and these will be reviewed annually. They will explain:-

- What we will deliver
- When it will be delivered
- How performance will be measured
- Outputs and outcomes
- The resources
- Partners and others accountable for delivery

We will be using the relevant local LAA targets and performance indicators, quality of life indicators and surveys and other measures e.g. place survey,

citizens' panels, stakeholder events to show our progress and achievements.

We will feedback our progress via newsletters, the new Warwick Partnership website, at Partnership conferences, forums and events and through the networks of our partnership organizations.

On the Ground

The 7 Community Forums will be a good barometer to gauge what impact the delivery plans (linked with locality plans) are having at the most local level. This will be particularly relevant in the targeted geographic areas.

Communications

Throughout the consultation process on the revision of the Warwick Partnership, better communication was a constant plea.

WEBSITE

As part of the plans for improving communication between the component parts of the structure, a Partnership website is being developed to give easy access to Partnership information, meetings, agendas, minutes and other papers.

THEME COORDINATION GROUP

This group will facilitate better communication between WPEG, the themed priority groups and associated theme groups

ADVISORY FORUM

The introduction of this wider stakeholder forum will engage a broader range of partners in addition to those on WPEG. Meeting 3 times a year it will:-

- Consider and inform the strategic priorities of the Partnership
- Inform, influence, hold to account and add value to the work of the Partnership
- Monitor progress on achieving strategic priorities
- Provide a networking opportunity
- Inform about issues from their own specialist areas

Each meeting of the Forum will produce an outcome report and follow up plan that will be widely circulated and acted upon by WPEG

FURTHER INFORMATION

For more information contact:

Community Partnership Team
Riverside House
Milverton Hill
Royal Leamington Spa
CV32 5HZ

Tel: 01926 456019

Email: INSERT

Website: INSERT

OBTAINING ALTERNATIVE VERSIONS OF THIS DOCUMENT – INSERT

COMMUNITY STRATEGY CONSULTEES

Warwickshire Police
Warwickshire Primary Care Trust
Warwickshire County Council
Warwick District Council
Warwickshire Community and Volunteer Action (CAVA)
Learning and Skills Council
Age Concern Warwickshire
Warwick District Policy for Older People
Warwickshire MIND
African Caribbean Centre
Hybrid Arts
Warwickshire Rural Community Council
Warwick District Faiths Forum
Action 21
Orbit Housing
Warwickshire Racial Equality Partnership
Neighbourhood Watch
Culture LSP Group
Warwick District Area Community Learning Partnership
Warwick District Health and Well Being Partnership
South Warwickshire Crime and Disorder Reduction Partnership
Warwick District Council Housing Strategy Group
Warwick Children's Trust
Warwickshire Association of Youth Clubs
Sikh Community Centre
The Gap
The Chain
Sydni Centre
Healthy Living Centre
Bath Place
Sustainable Partnerships Action Network (SPAN)
Town Centre Management
Citizens' Panel
Community Action Forum
One World Link
Friends of the Earth, Warwick District
Warwickshire Association of Town and Parish Councils
Community Forums
Warwickshire Local Area Agreement Block Theme Groups
Warwick University
Job Centre Plus
Coventry, Solihull and Warwickshire Partnership
Department of Work and Pensions

APPENDIX B

Strategies and Secondary Information that have informed or shaped the Sustainable Community Strategy

South Warwickshire Crime and Disorder Reduction Partnership

www.safer-neighbourhoods.co.uk/warwick

Warwick District – Health Profile

www.communityhealthprofiles.info

Warwickshire Observatory Report and Locality Profiles

www.warwickshireobservatory.org.

Children and Young People's Plan

www.warwickshirechildren.com/CYPP

State of Warwick Report 2007

www.localfutures.org.uk

Warwick District Council Core Strategy

www.warwickdistrict.gov.uk

Warwickshire Local Area Agreement

www.warwickshire.gov.uk

Warwickshire Sustainable Community Strategy

www.warwickshire.gov.uk

Sustainable Communities Plan

www.dclg.gov.uk

Warwick District Citizens' Panel Nov & Dec 2007

www.warwickdistrict.gov.uk

Quality of Life in Warwickshire

www.warwickshire.gov.uk

Place Survey

www.auditcommission.gov.uk

Active People Survey 2006

www.sportengland.org.uk

General Household Survey

www.statistics.gov.uk/ghs

Warwick District Health and Well Being Strategy

www.warwickdistrict.gov.uk

Warwick District Area Community Learning Action Plan
www.warwickshire.gov.uk

Cultural Strategy
www.warwickdistrict.gov.uk

Play Strategy
www.warwickdistrict.gov.uk

Warwick District Community Engagement Strategy
www.warwickdistrict.gov.uk

Community Empowerment White Paper 'Creating Strong and Prosperous Communities'
www.dclg.gov.uk

Formative Evaluation of Community Strategies
www.dclg.gov.uk

Regional Spatial Strategy
www.wmra.gov.uk

New & Emerging Communities Strategy
www.wrep.org.uk

EXPLANATION OF PARTNERSHIP STRUCTURE

The Partnership structure will be:

- A refreshed **Executive Group** – with revised membership and a tight focus on achieving the combined Partnership Delivery Plan, including District responsibilities for delivering the County Local Area Agreement;
- A new **Stakeholder Advisory Forum** – with a broader membership than the Executive Group, designed to take a strategic overview and hold the Partnership to account;
- A clarified relationship with the **county LSP structure**, so that activities can be co-ordinated better and information made more freely available;
- A clarified **relationship with the community** - community representative bodies will be invited to nominate individuals to join relevant components of the Partnership and will have a negotiated brief so that their role is clear;
- A revised **priority thematic structure**:
 1. Health and Well-being led by the existing theme group with revised Terms of Reference – county involvement to be explored;
 2. Housing led by a revised theme group with a broader remit than just physical build – chaired by Warwick District Deputy CEO, with adult and social services to be invited to join;
 3. Economy, Skills and Employment (plus lead responsibility for recession planning. A new theme group to be chaired by District Economic Development Manager with county input;
 4. A Safer Communities workstream for Warwick District, led by Chief Inspector Martin McNevin alongside the work of the South Works. CDRP.
- A defined relationship with other existing theme groups (to be known as “**Associate Theme Groups**”) e.g. Culture and Leisure, Children and Young People, Community Learning etc., with clear methods for them to find out about and contribute to work on the priority themes;
- A **Theme Co-ordination Group**, comprising theme leads for both Priority and Associate Groups, tasked to ensure that Delivery Plans are increasingly cross-cutting and tackle the causes rather than symptoms of issues. The Co-ordination Group will also review performance

management to ensure that the Partnership is on track with delivery against targets and to devise joint solutions to any problems that are proving hard to tackle.

- **Task and Finish Groups** as part of the structure, particularly for cross-cutting issues, set up at the direction of the Executive Group with clear scope and timescale and an expectation that their work will be finished in a maximum of 3 months.

GLOSSARY

INSERT

LIST OF RELEVANT NATIONAL AND LOCAL INDICATORS

NB: DRAFT SET AWAITING FORMAL APPROVAL BY WPEG ON 26/06/09

SAFER COMMUNITIES

Serious Violent Crime Rate (NI 15)

Serious Acquisitive Crime Rate (NI 16)

Perceptions of ASB (NI 17)

HEALTH & WELL BEING

Number of vulnerable people achieving independent living (NI 141)

Under 18 conception rate (NI 112)

Obesity among primary school age children in Year 6 (NI 56)

Adult participation in sport (NI 8)

HOUSING

Number of affordable homes delivered (NI 155)

Supply of ready to develop housing sites (NI 159)

% decent council homes (NI 158)

ECONOMY, SKILLS AND EMPLOYMENT

Working age people claiming out of work benefits in the worst performing neighbourhoods (NI153)

16-18 year olds who are not in education, training or employment (NI 117)

Skills gaps in the current workforce reported by employers (NI174)

CROSS CUTTING THEMES

NARROWING THE GAPS

Proportion of children in poverty (NI 116)

Tackling fuel poverty (NI 187)

SUSTAINABILITY/ENVIRONMENT

Per capita CO2 emissions in the LA area (NI 186)

Adapting to climate change (NI 188)

Household waste recycled and composted (NI 192)

FAMILIES AT RISK

Repeat incidents of domestic violence (NI 32)

Emotional health of children (NI 50)

ENGAGING AND STRENGTHENING COMMUNITIES

% of people who believe people from different backgrounds get on well together in their local area (NI1)

% of people who feel they can influence decisions in their locality (NI 4)

Participation in regular volunteering (NI 6)

RURALITY

Overall/general satisfaction with local area (NI 5)

Access to services and facilities by public transport, walking and cycling (NI 176)