

## **COVENTRY LOCAL PUBLIC SERVICE BOARD 12 December 2007**

### **Developing the Priorities for the Local Area Agreement**

#### **About the LAA**

The new three year Local Area Agreement needs to deliver the long-term outcomes of the developing Sustainable Community Strategy. The LAA will be the focus for the performance management for both Coventry City Council and the Coventry Partnership.

The LAA will include up to 35 priorities expressed as targets to be measured through the new National Indicator Set (NIS) along with a further 16 statutory targets/indicators specifically addressing educational attainment. A number of local and regional public sector organisations have a duty to co-operate with the Coventry Partnership to deliver the LAA.

As well as addressing our long-term outcomes for Coventry the LAA priorities will also need to respond to current local performance issues and priorities. The LAA should include things we really want to do and that we plan to deliver on. The 35 targets can focus on specific communities and neighbourhoods if it is appropriate.

#### **National Indicator Set**

The new National Indicator set is outcome focused and range from indicators that cover specific traditional local authority activity, like street cleaning, to wider outcome measures over which the council and partners have less control, such as the average earnings of employees in an area or the number of houses built. Over a third of the indicators are specifically about children and young people and they also include a range of outcomes for specific groups such as learning disabled adults; offenders under probation; adults in contact with secondary mental health services; looked after children.

The Coventry Partnership has a policy to avoid using perception measures as on-going performance indicators with targets as these tend to be volatile, and as they are usually survey base often not useful for ongoing performance management.

Work is currently underway to respond to the government consultation on the NIS technical definitions and to understand them better locally to inform the alignment of these with our local priorities.

#### **About this paper**

As a first attempt to pull together what the new Coventry LAA might look like for the Local Public Service Board to consider, the table overleaf sets out the following for each of the Sustainable Community Strategy themes:

- Long term objectives;
- Short term priorities;
- Comments on issues relevant to identification of priorities for the LAA, particularly relating to targets agreed in other strategies and plans;
- Initial views on how the suggested priorities for the LAA relate to the National Indicator Set.

The LAA needs to work across the themes and some of the priorities and the associated activity proposed impact on a number of themes. Some themes – like health, well-being and independence are likely to need more priorities in the LAA than others.

Thinking about LAA priorities that contribute to a range of long-term outcomes could be particularly useful – these are sometimes called herd leaders. A priority which sets a target for increasing the number of children travelling to school by transport modes other than the car could impact on transport outcomes to reduce the use of car; reduced emissions and climate change; increase activity reduce child obesity and increase readiness to learn – but might have a negative impact on road safety figures.

I have not included the value for money indicator which covers council spend and efficiency savings as it doesn't really relate to any specific theme but the Partnership may want to consider its inclusion.

### **Next Steps**

The Partnership will need to consider the short-term priorities that have been identified to identify those that should be included in the Local Area Agreement. This will need to be based on an agreed set of criteria to produce a coherent set of priorities that can be measured through the National Indicator Set and negotiated with central government.

Jenni Venn  
7 December 2007

**A prosperous Coventry with a good choice of jobs and business opportunities for all the city’s residents**

SCS Long Term Objectives	SCS Short Term Priorities	Comments	Potential LAA priorities and links to indicators and activities
<ul style="list-style-type: none"> <li>▪ The growth of the city’s economy will accelerate and there will be a more diverse range of businesses and jobs, offering a choice of types and levels of work and working patterns to meet the aspirations and potential of City residents</li> <li>▪ Local people will be benefiting from economic growth of the city - they will have been supported to develop the skills needed to access jobs and to progress to higher skilled jobs</li> <li>▪ The city centre will have grown and will be a vibrant place to visit, live, work and for business to locate within</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensure at least 25 new businesses open in the city each year, at least one of these will be a major investment</li> <li>▪ Create over 3000 jobs per year (net) by encouraging the growth of existing businesses and new ones</li> <li>▪ Continue the transformation and extension of the City Centre</li> <li>▪ Increase entrepreneurship by expanding use of the Local Enterprise Growth Initiative model</li> <li>▪ Reduce numbers of people claiming Job Seekers Allowance and other worklessness benefits</li> <li>▪ Reduce the number of school leavers not in education, employment or training (NEETs)</li> </ul>	<p>This theme covers economic growth and business formation; employment and worklessness; and skills.</p> <p>Consideration of priorities in the LAA needs to balance current issues – such as the level of unemployment and worklessness and development of future opportunities and prosperity.</p> <p>It will be difficult to include the growth of the city centre using the NIS in the three year LAA</p> <p>Coventry has already signed up to a range of worklessness targets in 6 wards as part of the City Region City Strategy pilot in the City Strategy address 6 wards and aim to reduce the number of claimants for out of work benefits; increase the number of people achieving level 2 skills and the number gaining skills for life. Partners signed up include the Learning and Skills Council; JobCentre Plus; and the city council.</p> <p>Through the City Strategy we are also contributing to regional targets on the</p>	<p><i>Economic growth and prosperity</i></p> <p>General prosperity and employment rates as measured by NIS through average earnings and overall employment taken from annual surveys are useful long term measures but are subject to statistical error and are not good for measuring partners' impact in a three year LAA.</p> <p><i>Worklessness and Skills</i></p> <p>Include or build on Coventry's existing targets around worklessness in the City Strategy to reduce the number of claimants for out of work benefits; increase the number of people achieving level 2 skills. If we need to stretch the targets the model could be rolled out to more of the city and activities undertaken to deliver this.</p> <p>Indicators measuring skills level are subject to a time lag.</p> <p>Inclusion of business formation targets from LEG1 – possibly widened</p>

	<ul style="list-style-type: none"> <li>▪ Increase the proportion of school leavers who complete a first year of further education, employment or training (EETs) and continue into a second year</li> <li>▪ Increase achievement of Level 2 qualifications and above</li> </ul>	<p>reduction of child poverty and reduction in the difference of employment rate for BME communities.</p> <p>We might want to include Level 3 qualifications as part of our longer term aspirations for the city</p> <p>Targeted activity will need to focus on particular disadvantaged groups – access to employment is a key equality issue</p> <p>The Community Safety Partnership CCSP would want to be confident that the employment targets/strategies would prioritising the needs of ex-offenders and ex-drug users as client groups in need of additional targeting.</p>	<p><i>Addressing employment needs of specific Groups:</i></p> <p>Reducing the number of young people not in education, employment and training is a priority for Children's Services</p> <p>Community Safety Partnership priorities would be assisted by inclusion of Young Offenders engagement in suitable education, Training &amp; Employment</p> <p>The NIS includes employment for offenders under probation; learning disabled adults; people in contact with secondary mental health services and Care Leavers and specific inclusion of these groups if relevant for Coventry should be considered.</p> <p>In addition, other employment or training indicators could be disaggregated for specific groups if they are a local priority.</p>
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**People of Coventry living longer, healthier, independent lives**

SCS Long Term Objectives	SCS Short Term Priorities	Comments	Potential LAA priorities and links to indicators and activities
<ul style="list-style-type: none"> <li>▪ People in Coventry will enjoy healthier lives which will contribute towards them living longer in the future and being able to lead independent lives</li> <li>▪ There will be reduced health inequalities between communities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reduce the gap in the under 18 conception rate between the national and the city rate and within the city</li> <li>▪ Promote healthy lifestyles</li> <li>▪ Reduce smoking</li> <li>▪ Develop and implement a multi-agency obesity strategy</li> <li>▪ Getting more children, young people and adults involved in physical activities</li> <li>▪ Improving sexual health</li> <li>▪ Effective rehabilitation and increased independence of older people through a multi-agency approach to chronic disease management and emergency care</li> </ul>	<p>The NIS makes it clear that this area of work needs to include health inequality and social care measures, including picking areas where further improvement is desirable.</p> <p>Overall mortality rates and rates for circulatory diseases and cancers are included in the NIS – we need to decide whether it is appropriate to include these in a 3 -year LAA. And whether existing targets and planned activity will impact upon them.</p> <p>The national indicator set measures only child obesity and sports activity rather than physical activity.</p> <p>The independence agenda is important to the city and needs to be reflected in the LAA priorities – for vulnerable adults including older people. We will need to identify particular groups.</p> <p>The Community Safety priority to tackle alcohol-related crime would be complemented by the inclusion of alcohol issues in the health section and could be measured by the alcohol</p>	<p><i>Health</i></p> <p>Smoking rate</p> <p>Under 18 conception rates; sexually transmitted infections and mental health and obesity rates are priorities for Children's Services</p> <p>Adult and children and young people's participation in sport (see also culture theme) could also link to transport priority of children walking and cycling to school</p> <p>Alcohol related hospital admission rates</p> <p><i>Independence for Older People</i></p> <p>Independence for older people through disease management and emergency care - could be covered through a number of indicators that include rehabilitation and intermediate care; emergency bed days and delayed transfers of care from hospitals to the extent to which older people receive the support they need to live independently at home and direct payments.</p>

		<p>related hospital admissions indicator in the NIS.</p> <p>The NIS includes perception indicators re user experience and respect and dignity and the satisfaction of older people with both home and neighbourhood – these will be collected by survey and so may not be useful for measuring progress in a three year LAA.</p>	<p><i>Other Social Care</i></p> <p>Other issues for consideration include the timeliness of care assessments and packages; support for carers and support for all adults.</p> <p><i>Targeted Groups</i></p> <p>There are arrange of NIS indicators re employment and housing for targeted groups including learning disabled adults and adults in contact with secondary mental health services</p>
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***A safer and more confident Coventry***

SCS Long Term Objectives	SCS Short Term Priorities	Comments	Potential LAA priorities and links to indicators and activities
<ul style="list-style-type: none"> <li>▪ There will be less crime and anti-social behaviour and people will feel safer and more confident</li> <li>▪ There will be less harm caused by illegal drugs and alcohol</li> <li>▪ There will be less environmental crime including graffiti, abandoned vehicles and fly-tipping</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reduce crime in Coventry by targeting approaches using the national intelligence model.</li> <li>▪ Reduce violent crime that is racially motivated</li> <li>▪ Tackle crimes which are motivated by hate</li> <li>▪ Reduce alcohol related crime</li> <li>▪ Reduce the proportion of adult and young offenders and prolific and priority offenders who re-offend</li> <li>▪ Reduce rowdy / nuisance behaviour reported to the Police</li> <li>▪ Reduce accidental fire related deaths and deliberate fires, especially across priority neighbourhoods</li> </ul>	<p>LAA priorities need to be based upon current and future priorities agreed though the Strategic Assessment and levels of crime in Coventry</p> <p>Need to consider further inclusion of mis-use of drugs as priority issue</p> <p>We are likely to come under considerable pressure to include prevention of extremism as a priority – the NIS measures process and is not sufficiently focused (also see community cohesion)</p>	<p><i>Crime Reduction</i></p> <p>The NIS includes a range of crime reduction indicators – choice for LAA would need to be based on local priority – hate crime not specifically in NIS</p> <p>Suggested priorities from NIS are:</p> <p>Serious acquisitive crime rate</p> <p>Assault with injury crime rate</p> <p>Repeat incidents of domestic violence</p> <p><i>Anti-social behaviour</i></p> <p>Anti-social behaviour measures tend to be less robust and focus on perception and satisfaction rates about ASB. Suggested indicators are:</p> <p>Satisfaction with the way in which police and LA deal with ASB</p> <p>Perceptions of drunk and rowdy behaviour</p> <p><i>Reduction in substance mis-use</i></p> <p>LAA could be focused on Drug-related offending rate; drug users in treatment; alcohol-harm related hospital admission</p>

			<p>rate (see health);</p> <p>Suggested priority is the number of Drug Users in effective treatment</p> <p><i>Prevention</i></p> <p>Re-offending rates for adults and young people or specific targets re working with offenders including provision of employment and housing for offenders under probation in employment and young offenders engagement in education, employment or training;</p> <p>Suggested priorities are:</p> <p>Re-offending rates for young people</p> <p>Re-offending rate of prolific and persistent offenders</p>
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**Cleaner, greener local streets and open spaces**

SCS Long Term Objectives	SCS Short Term Priorities	Comments	Potential LAA priorities and links to indicators and activities
<ul style="list-style-type: none"> <li>▪ Coventry people will see their streets, neighbourhoods, parks and open spaces as more attractive and enjoyable places to be.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improve street cleanliness in Coventry, especially in neighbourhoods involved in the New Deal for Communities and Your Neighbourhood Matters programmes and in areas of high density housing</li> <li>▪ Improve fly-tipping in targeted areas of Coventry</li> <li>▪ Improve the quality of open spaces including car parks, hedgerows and verges</li> <li>▪ Improve the quality and use of local parks</li> </ul>	<p>This theme includes environmental crime issues; street scene and parks and open spaces.</p> <p>Street cleansing remains a key priority for local people</p> <p>The wider local environmental issues do not feature strongly in the NIS and there are no indicators that relate to parks or green spaces although there is one that relates to biodiversity and the management of local sites.</p> <p>Positive use of open spaces is a priority but not easily matched to NIS and the Play Strategy will also contribute to this agenda. May need to develop other indicators for this.</p> <p>We may wish to strengthen and improve community involvement and participation in this agenda</p>	<p><i>Street Cleansing</i></p> <p>Continuing to improve street cleansing remains a priority</p> <p>Improved street and environmental cleanliness including levels of graffiti, litter detritus and fly posting; levels of fly-tipping; (these would also address environmental crime and are factor in anti-social behaviour)</p> <p>This priority will contribute to both the arson reduction and ASB targets.</p>

**Ensuring that children and young people are safe and enjoy, achieve and make a positive contribution to Coventry**

SCS Long Term Objectives	SCS Short Term Priorities	Comments	Potential LAA priorities and links to indicators and activities
<ul style="list-style-type: none"> <li>▪ Standards and choice of learning will have improved and more children will have realised their full potential</li> <li>▪ Young people's aspirations will have been raised and their career and employability prospects will have improved</li> <li>▪ Children in Early Years will have the foundation for happy, healthy and successful lives.</li> <li>▪ Children and young people's achievements and aspirations will have been fulfilled to the benefit of themselves, their communities and neighbourhoods</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensuring that children are more ready for school</li> <li>▪ Continue to work with schools and stakeholders to improve educational standards at ages 7,11, 14 &amp; 16</li> <li>▪ Targeted work to support underachieving individuals, groups and schools</li> <li>▪ Improve the educational achievement of looked after children</li> <li>▪ Continue to develop Extended Schools as hubs in communities</li> <li>▪ Provide support to parents through implementation of the city-wide Parenting Strategy, including delivery of parenting programmes</li> <li>▪ Increase the participation of children and young people in</li> </ul>	<p>Priorities for the LAA will be developed based on the Coventry Children and Young People's Plan and the Annual Performance Assessment</p> <p>Children's issues have also been highlighted/cross reference under other themes</p> <p>There are now 16 attainment indicators that will be statutory measures.</p>	<p><i>Be Healthy</i></p> <p>Teenage Pregnancy and Sexually Transmitted infections rates</p> <p>Effectiveness of Children and Adolescent mental health (CAMS) services</p> <p>Obesity rates in primary school children</p> <p><i>Staying Safe</i></p> <p>Substance abuse – not a NIS indicator</p> <p>Reduce bullying</p> <p>Child Protection – indicators re plans, review periods etc</p> <p><i>Enjoying/Achieving</i></p> <p>Progress 0-3</p> <p>Foundation Stage to Key Stage 1</p> <p><i>Achieving Economic Well Being</i></p> <p>Fewer NEET school leavers</p> <p>Increasing looked after children in employment, education and training</p>

<ul style="list-style-type: none"><li>▪ Children and young people will be making a greater positive contribution</li><li>▪ Children and young people will have supportive families, friends and communities</li><li>▪ Improve the outcomes for children in need</li></ul>	<p>the design of services</p> <ul style="list-style-type: none"><li>▪ Encourage more children to be involved in outdoor play</li><li>▪ Improve the way young people's achievement other than academic is recorded</li></ul>		
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**A good choice of housing to meet the needs and aspirations of the people of Coventry**

SCS Long Term Objectives	SCS Short Term Priorities	Comments	Potential LAA priorities and links to indicators and activities
<ul style="list-style-type: none"> <li>▪ Housing in Coventry will be more suited to people’s needs and aspirations with a better mix of the type and tenure of housing in neighbourhoods</li> <li>▪ The quality of the existing housing stock in Coventry will improve and it will be more energy efficient</li> <li>▪ All new build housing stock will be carbon neutral</li> <li>▪ New housing developments will be ‘climate-proofed’ - contributing towards reducing the carbon footprint of the city and adapted to cope with the ill-effects of climate change</li> </ul>	<ul style="list-style-type: none"> <li>▪ Planning to achieve a balance of housing type – mixed developments / communities</li> <li>▪ Ensuring the planned growth of the city’s housing stock contributes towards sustainability and meets future housing targets</li> <li>▪ Improving the existing housing stock to meet the decent homes standard</li> <li>▪ Improving the energy efficiency of existing stock, especially in the private sector.</li> </ul>	<p>Housing theme covers both the provision of new housing and improvement of existing stock.</p> <p>The decent homes standard is not part of the new NIS so short term priority may need to be adjusted</p> <p>Designing out crime in new developments meets Community Safety priorities and better links from housing to employment and facilities will contribute to the transport and climate change priorities.</p> <p>Theme addresses housing needs of vulnerable groups and affordability issue. Provision of suitable accommodation for offenders under probation; young offenders and drugs users are priorities for Community Safety</p> <p>Housing benefit comes under this theme – there has been considerable improvement in performance over the last year so may not be key priority for LAA it is measured through Benefit processing times and changes</p>	<p><i>Housing Growth</i></p> <p>To reflect importance of growth agenda and addressing need the LAA could include priority measured by net additional homes provided; the number of affordable homes delivered or the supply of ready to develop housing sites (the latter being the one over which we have most control)</p> <p><i>Support to Vulnerable Groups</i></p> <p>Households in temporary accommodation; vulnerable people achieving independent living or supported to achieve independent living</p> <p>Provision of suitable accommodation for specific groups – offenders under probation; adults with learning disabilities; adults in contact with secondary mental health services; care leavers</p> <p><i>Energy efficiency</i></p> <p>Improving energy efficiency could be measured through tackling fuel poverty</p>

**Making places and services easily accessible for Coventry people**

SCS Long Term Objectives	SCS Short Term Priorities	Comments	Potential LAA priorities and links to indicators and activities
<ul style="list-style-type: none"> <li>▪ The need for travel in Coventry will have reduced by putting developments for learning and leisure, health services and shops and employment in convenient places.</li> <li>▪ The quality of Coventry's local public transport services will have further improved and people will be more likely to travel in ways that are less damaging to the environment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Plan to make services, including schools, and employment more locally accessible and to reduce the need to travel (residents and commuters)</li> <li>▪ Reduce car use and encourage people to travel by public transport, on foot and by bicycle, particularly during peak periods</li> <li>▪ Ensure that the transport infrastructure, and especially public transport, is able to cope with planned growth in the city</li> <li>▪ Maintain low rates of road-traffic accidents and improve perceptions about safety of travelling by public transport, by bicycle or on foot</li> <li>▪ Reduce CO2 emissions due to transport</li> </ul>	<p>Travel priorities need to reflect the priorities agreed through the Local Transport Plan and the stretch targets that Coventry has already committed to through the Plan.</p> <p>Highways maintenance is also covered by this theme.</p>	<p><i>Access to facilities</i></p> <p>NIS includes indicators re access to services and facilities and to employment opportunities by public transport, walking and cycling</p> <p><i>Public Transport</i></p> <p>Increased use can be measured by number of bus journeys and reliability through number of services running on time</p> <p><i>Modal shift</i></p> <p>Increase in proportion of children who travel to school by walking cycling and the use of public transport (impact on obesity and readiness to learn)</p> <p><i>Congestion</i></p> <p>Average journey time per mile during the morning peak (per person)</p> <p><i>Road Safety</i></p> <p>Rates of children and people killed or seriously injured in road traffic accidents – this fits with Community Safety priorities.</p>

			<i>Highways Maintenance</i> Number of principal and non-principal roads where maintenance should be considered
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**A creative, active and vibrant Coventry**

SCS Long Term Objectives	SCS Short Term Priorities	Comments	Potential LAA priorities and links to indicators and activities
<ul style="list-style-type: none"> <li>▪ Coventry will benefit economically from its cultural industry, the profile of the city will have been raised and Coventry will be seen as a more attractive, vibrant and creative city where people want to visit, live, work and do business</li> <li>▪ Coventry will offer distinctive and high quality cultural activities and enjoy a reputation for this</li> <li>▪ More Coventry people will be participating and enjoying cultural, leisure and sporting activities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Development of local cultural and creative industries</li> <li>▪ Develop a distinctive programme for the 2012 Cultural Olympiad, linked to the 50<sup>th</sup> anniversary of Coventry Cathedral, in which Coventry can build on its status as a Centre of Peace and Reconciliation</li> <li>▪ Increase participation, volunteering and employment in cultural, sports and physical activities</li> </ul>	<p>Cultural and physical activity is a supporting theme of the Sustainable Community Strategy. There are not many indicators in the NIS that directly relate to culture and none to sport.</p> <p>However sporting and cultural activity does impact on a range of outcomes for a number of the SCS themes.</p> <p>Participant rates are based on survey data</p> <p>Targeted focused activity for specific groups of young people a key to achieving Community Safety and Children and Young people's priorities.</p>	<p><i>Participation</i></p> <p>Adult participation in sport (health – measured through survey)</p> <p>Children and young People's participation in high quality PE and sport (impact on health and children's outcomes – measured through schools)</p> <p>Use of public libraries; visits to museums and galleries; engagement in the arts</p>

**A more equal Coventry with cohesive communities and neighbourhoods**

SCS Long Term Objectives	SCS Short Term Priorities	Comments	Potential LAA priorities and links to indicators and activities
<ul style="list-style-type: none"> <li>▪ Coventry will be a more inclusive and cohesive city and people will feel able to influence the quality of services and be involved</li> <li>▪ There will be more equal opportunities for people from different backgrounds in Coventry</li> <li>▪ People will have seen improvements to quality of life happen most quickly in priority neighbourhoods and communities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Development of a Community Engagement Strategy to meet local and national govt requirements and community involvement in Coventry</li> <li>▪ Ensure that equality of opportunity and community cohesion are embedded throughout the Sustainable Community Strategy and the Local Area Agreement</li> <li>▪ Development of Neighbourhood Planning to involve local communities in addressing local issues and improve local service delivery</li> <li>▪ Develop better understanding about the demographics and future needs of people in Coventry including effects of migration into and out of the city upon service delivery and local communities</li> </ul>	<p>In line with the strategy to mainstream equalities, equalities indicators are included under each of the themes.</p> <p>This theme also covers the general themes of community cohesion; community involvement. The NIS includes a range of perception measure around these issues which are of limited use over three years if measured through the proposed bi-annual place survey.</p> <p>There may be some pressure on us to include priorities re extremism and terrorism the NIS set has three indicators: building resilience to violent extremism, protection against terrorist attack and awareness of civil protection arrangements.</p>	<p><i>Community Cohesion</i></p> <p>Perception measure for community cohesion around people getting on well together and belonging and general satisfaction rates</p> <p><i>Third Sector</i></p> <p>Environment for the third sector – based on national survey; not yet clear how it will be interpreted</p> <p><i>Participation and Volunteering</i></p> <p>Civic participation and volunteering rates to be measured through place survey.</p>

**Improving Coventry’s environment and tackling climate change**

Contact Andy Vaughan

SCS Long Term Objectives	SCS Short Term Priorities	Comments	Potential LAA priorities and links to indicators and activities
<ul style="list-style-type: none"> <li>▪ Coventry’s carbon footprint will have reduced</li> <li>▪ Coventry will be making more sustainable use of natural resources – less energy and water will be used, less waste and pollution will be produced, more waste will be recycled</li> <li>▪ Coventry will be better prepared for the impacts of climate change</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reduce the carbon dioxide emissions produced by Coventry City Council and the wider community, supported by robust systems of measuring, managing and monitoring – learn from this and disseminate good practice across the Coventry Partnership</li> <li>▪ “Climate-proof” Coventry’s key strategies and plans</li> <li>▪ Proactively encourage individuals and organisations to adopt behaviours that will minimise their impact on climate change, and provide guidance to help them to do so</li> <li>▪ Develop and start to implement the Climate Strategy</li> <li>▪ Develop and start to implement the Waste Strategy</li> </ul>	<p>Actions and priorities identified under the other themes will also have an impact on climate change and environmental improvement particularly under transport.</p> <p>This theme also includes waste and recycling.</p> <p>Although tackling climate change is a long term issue there are a range of specific shorter term priorities that could be included in the LAA.</p> <p>Over this first three years it may be most sensible to concentrate on Local authority's emissions whilst working towards more city wide targets through education and planning.</p> <p>Similarly it may be better to focus on recycling targets in the LAA whilst addressing reduction in waste for the longer term impact.</p>	<p><i>Reducing carbon and air quality</i></p> <p>Reduce CO2 emissions from LA operations*; reduce per capita CO2 emissions</p> <p>Level of air quality – reduce NOX and primary PM10 emissions from local authority's estate and operations</p> <p><i>Adapting to climate change</i></p> <p>Assessment of the management of risks and opportunities and appropriate actions</p> <p><i>Waste</i></p> <p>Reduce residual household waste per head; increase the percentage of household waste recycled and composted</p> <p><i>*depending on the technical definition of this indicator it would be useful to include travel to and from work by employees and link to transport priorities</i></p>

	<ul style="list-style-type: none"><li>▪ Raise understanding and awareness of individuals about how they can adopt more sustainable lifestyles</li></ul>		
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