

Cabinet

Agenda

Thursday 9 November 2017

The Cabinet will meet at SHIRE HALL, WARWICK on Thursday 9 November 2017 at 13.45.

Please note that this meeting will be filmed for live broadcast on the internet. Generally, the public gallery is not filmed, but by entering the meeting room and using the public seating area you are consenting to being filmed. All recording will be undertaken in accordance with the Council's Standing Orders.

The agenda will be:

1. General

1) Apologies for absence.

2) Members' Disclosures of Pecuniary and Non-Pecuniary Interests.

Members are required to register their disclosable pecuniary interests within 28 days of their election or appointment to the Council. A member attending a meeting where a matter arises in which s/he has a disclosable pecuniary interest must (unless s/he has a dispensation):

- Declare the interest if s/he has not already registered it
- Not participate in any discussion or vote
- Must leave the meeting room until the matter has been dealt with.
- Give written notice of any unregistered interest to the Monitoring Officer within 28 days of the meeting

Non-pecuniary interests must still be declared in accordance with the Code of Conduct. These should be declared at the commencement of the meeting.

3) Minutes of the meeting held on the 10 October 2017 and Matters Arising.

To approve the minutes of the meeting held on 10 October 2017.

4) Public Speaking.

To note any requests to speak in accordance with the Council's Public Speaking Scheme (see footnote to this agenda).

2. 0-5 Redesign of Children's Centres

This report provides details of the proposed revised service model within the context of OOP 2020, in the light of the outcomes of the consultation process and the need to transform services for children and families over the next 3 years.

The matter is being considered by the Children and Young People Overview and Scrutiny Committee on 7 November 2017. Updates will be presented to Cabinet as appropriate.

Note for those receiving paper copies – This report and appendices have been printed separately from the other agenda items. Please ensure that you retain it.

Cabinet Portfolio Holder: Councillor Jeff Morgan

3. One Organisational Plan Quarterly Progress Report April to September 2017

This report updates Cabinet on progress against targets as set out in the One Organisational Plan.

Cabinet Portfolio Holders: Councillor Peter Butlin and Councillor Kam Kaur

4. Education and Learning (Schools) Capital Programme 2017/18 and Approval of Statutory Proposals

This report recommends proposals for allocating resources in the Education and Learning (Schools) Capital Programme to specific projects set out in section 3.

Cabinet Portfolio Holder: Councillor Colin Hayfield

5. Adoption Central England (ACE) - Go Live

The purpose of this report is to seek agreement from Cabinet for Warwickshire County Council to become part of a Regional Adoption Agency (RAA) via a shared service arrangement with Solihull Metropolitan Borough Council, Coventry City Council and Worcestershire County Council. This new Regional Adoption Agency is to be known as Adoption Central England (ACE).

Cabinet Portfolio Holder: Councillor Jeff Morgan

6. Review of Concessionary Transport Scheme

This report provides an update of the Concessionary Travel Scheme and is based on the results of a consultation exercise undertaken in the summer of 2017.

All public papers are available at www.warwickshire.gov.uk/cmis

Cabinet Portfolio Holder: Councillor Jeff Clarke

7. Electric Vehicle Recharging Strategy

This report seeks Cabinet approval for a new strategy on electric vehicle recharging infrastructure.

Cabinet Portfolio Holder: Councillor Jeff Clarke

8. Local Healthwatch Service: Consultation findings and Proposed Service Model

This report concerns the proposed service model for Healthwatch ahead of the award a new contract for the service.

Cabinet Portfolio Holder: Councillor Les Caborn

9. Warwickshire Unauthorised Encampments Protocol 2017

This report seeks Cabinet approval of the new protocol for the management of unauthorised encampments.

Cabinet Portfolio Holder: Councillor Jeff Clarke

10. Loneliness Advisory Group

This report sets out the terms of reference for the advisory group being set up following a decision by Council on 21 September 2017.

Cabinet Portfolio Holder: Councillor Les Caborn

11. Establishment of ESPO Trading Company

The purpose of this report is to advise the Cabinet of the recommendations of the ESPO (Eastern Shires Purchasing Organisation) Management Committee and senior officers of the six member councils concerning the establishment of a new company, ESPO Trading Limited.

Cabinet Portfolio Holder: Councillor Peter Butlin

12. Receipt of Report of Local Government and Social Care Ombudsman

This report concerns a recent report published by the Local Government and Social Care Ombudsman concerning the transporting to school of a child by their foster carers. The issue in question was whether the expense of transporting the child was covered by the foster carers' allowance or whether there should be additional payment.

All public papers are available at www.warwickshire.gov.uk/cmis

Cabinet Portfolio Holder: Councillor Jeff Morgan

13. Any Urgent Items

Any other items the Chair considers are urgent

David Carter
Joint Managing Director
Warwickshire County Council
November 2017

Cabinet Membership and Portfolio Responsibilities

Councillor Izzi Seccombe (**Leader of the Council and Chair of Cabinet**)
cllrmsseccombe@warwickshire.gov.uk

Councillor Peter Butlin (**Deputy Leader, Finance and Property**)
cllrbutlin@warwickshire.gov.uk

Councillor Les Caborn (**Adult Social Care and Health**)
cllrcaborn@warwickshire.gov.uk

Councillor Jeff Clarke (**Transport & Environment**)
cllrclarke@warwickshire.gov.uk

Councillor Colin Hayfield (**Education and Learning**)
cllrhayfield@warwickshire.gov.uk

Councillor Kam Kaur (**Customer and Transformation**)
cllrkaur@warwickshire.gov.uk

Councillor Jeff Morgan (**Children's Services**)
cllrmorgan@warwickshire.gov

Councillor Howard Roberts (**Fire and Community Safety**)
cllrroberts@warwickshire.gov.uk

Non-voting Invitees -

Councillor Jerry Roodhouse (**Leader of the Liberal Democrat Group**),
cllrroodhouse@warwickshire.gov.uk

Councillor Richard Chattaway (**Leader of the Labour Group**)
or their representatives.

All public papers are available at www.warwickshire.gov.uk/cmis

Public Speaking

Any member of the public who is resident or who works in Warwickshire may speak at the meeting for up to three minutes on any item on the agenda for this meeting. This can be in the form of a statement or a question. If you wish to speak please notify Paul Williams (see below) in writing at least two working days before the meeting. You should give your name and address and the subject upon which you wish to speak. Full details of the public speaking scheme is set out in the Council's Standing Orders (Standing Order 34).

General Enquiries: Please contact Paul Williams, Democratic Services Team Leader

Tel 01926 418196 or email: paulwilliamscl@warwickshire.gov.uk

**Minutes of the meeting of the Cabinet
held on 10 October 2017**

Present

Cabinet Members:

Councillors	Izzi Seccombe	Leader of Council and Chair of Cabinet
	Peter Butlin	Deputy Leader (Finance & Property)
	Les Caborn	Adult Social Care & Health
	Jeff Clarke	Transport & Environment
	Colin Hayfield	Education and Learning
	Kam Kaur	Customer & Transformation
	Jeff Morgan	Children's Services
	Howard Roberts	Fire & Community Safety

Non-Voting Invitees:

Councillor Jerry Roodhouse	Leader of the Liberal Democrat Group
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Other Councillors:

Councillors Bill Olnier, Wallace Redford and Alan Webb

Public attendance:

22

1. General

(1) Apologies for absence

Councillor Richard Chattaway Leader of the Labour Group

(2) Members' Disclosures of Pecuniary and Non-Pecuniary Interests

In relation to item 5, "Health Advocacy Services Redesign: Consultation Findings and Proposed Model" Councillor Jerry Roodhouse declared a non-pecuniary interest as Director of Warwickshire Healthwatch.

(3) Minutes of the meeting held on 7 September 2017 and Matters Arising

The minutes for the meeting held on 7 September 2017 were agreed as an accurate record and signed by the Chair.

(4) Public Speaking

The Chair welcomed members of the public to the meeting. It was confirmed that all those present had an interest in item 2 of the agenda "Warwickshire Minerals Plan – Summary of Publication Consultation Report and Sand and Gravel Topic Paper", specifically a site proposed for sand and gravel extraction at Barford.

Mr Allan Murdoch expressed the view that the County Council had not complied with all the Rules and Regulations when compiling the Minerals Local Plan. A number of professional advisors had been consulted to establish this. There are three main areas of concern.

1. The reasons for the selection and rejection of sites had not been outlined within the Sustainability Report contrary to Regulations and Guidance. In addition the key findings of the consultations and how they have been taken into consideration, particularly the Statutory Consultees, had not been included within the Sustainability Assessment.
2. There has been no Landscape Assessment.
3. There has been no Heritage Assessment.

Mr Murdoch concluded by stating that residents would challenge any non-compliance of regulations.

Councillor Allan Rhead (Portfolio Holder for Development Services, Warwick District Council) spoke concerning the impact of any quarry close to Barford in terms of traffic generation. Cabinet was reminded that the Warwick District Local Plan has identified land for the development of 16000 new homes within its lifespan. Of these a significant number will be constructed in Barford. In Wellesbourne (in Stratford on Avon District) further house building and employment development is proposed. This development, along with that proposed at Jaguar Landrover and HS2 will lead to a significant increase in traffic on the roads around Barford. Councillor Rhead stated that developers have suggested that a quarry at Barford could generate 700 lorry movements a week. This would be added to by road sweepers, other service vehicles and employee movements. Many of these vehicles would use the A429 increasing the risk of accidents and adding to air pollution.

Mr Edward Kirkby expressed concerns over dust generation and its impact on the health of residents and others. He suggested that officers who had visited Barford previously had not then been aware of the close proximity of Barford to the proposed extraction site. Dust will be generated by extraction and by the movement of materials by conveyor belt and lorries. Cabinet was informed of the varying grades of dust and the impact of the inhalation of these on people's respiratory systems. Mr Kirkby stated that dust particles are measured thus.

- 30 microns (PM30)
- 10 microns (PM10) and
- 2.5 microns (PM2.5)

PM30s are generally believed not to travel very far, but would be carried further afield on lorries leaving the site. PM10s create clouds of dust, remain suspended in the atmosphere for long periods of time and are capable of being inhaled into the lungs. PM2.5s cannot be seen and can penetrate into the gas exchange region of the lungs, causing permanent damage. Barford has a primary school with a total roll of almost 200. It also has a sizeable elderly population. Both young and old would be vulnerable to the effect of dust generation on their health.

Mr Phil Evans addressed Cabinet on concerns over the impact of any quarry development on the landscape around Barford and other villages in the area. He stated that during the preparation of the draft Minerals Local Plan no Landscape Assessment had been carried out. An independent assessment commissioned from Wardle Armstrong by residents had concluded that,

1. "Due to the proposed major loss of key landscape features and the introduction of new, incongruous features that would affect the currently intact rural character of the area it is considered that mineral extraction within sites 4 and 5 would have significant adverse effects on landscape character.
2. The sites have high visibility due to their size and flat topography. The sites are generally open, with limited screening provided by vegetation within the site. Therefore receptors in the surrounding area (often at a higher elevation) would experience significant adverse visual effects as a result of mineral extraction within sites 4 and 5.
3. It would not be possible to mitigate the significant adverse effects on landscape character and visual amenity predominantly due to the sensitivity of the existing landscape character and the size and scale of the sites".

The Warwickshire Landscapes Project report, produced by the County Council and the Countryside Commission stated,

"We must recognise the key factors which characterise each landscape and manage the land accordingly".

" Ultimately the aim is to ensure that the diversity and beauty of Warwickshire, Shakespeare's County is conserved for present and future generations to enjoy"

" The historic house and well preserved deer park at Charlecote are a special feature of this landscape"

Finally Mr Evans quoted from reports produced by Natural England. The sites are located within National Character Area (NCA) 106: Severn and Avon Vales, adjacent to the boundary with NCA 96: Dunsmore and Feldon. Natural England describes NCA 106 as follows, "Woodland is sparse and it is a generally open landscape... On the eastern boundary the area flows more subtly into the Arden and Dunsmore and Feldon NCAs... the Warwickshire River Avon meanders over a wide flood plain..." Natural England also highlight the important cultural associations of NCA 106, due to the "sense of history which is internationally important due to its links with Shakespeare."

Mr Andy Steel spoke regarding the potential loss of heritage assets the most immediate being Thelsford Priory, a Scheduled Ancient Monument and Seven Elms and Wasperton Farm which are Grade 2 Listed buildings. Mr Steel stated that as part of the plan's preparation, the County Council was required to consult with statutory bodies, one of which was Historic England. Within their response Historic England stated that, "a full Archaeological Assessment and analysis prior to allocation is required". In a previous report

to Cabinet officers had stated that concerning heritage and archaeology, sites would “either been assessed or will be assessed as part of the planning application”. It was the opinion of Mr Steel and others that this proposed approach was in contravention of the advice of Historic England Heritage, the site has not been assessed by Warwickshire County Council and it should not be left to be done at the planning stage as advised by the officer.

Regarding anticipated tonnage yield from Site 5, Cabinet was informed that this did not take account of stand-offs such as:

- key heritage assets
- the protection of Thelsford Brook and hedgerow –
- and the legal requirement to maintain the access track

Mr Steel continued stating that the Cabinet report also fails “to update the Cabinet of their own “in house” assessment report which concluded:

“it will not be possible - to appropriately mitigate in landscape and heritage terms for mineral development in this location” . It goes on to say -

“Visibility, inherent rural character and heritage setting are key considerations” and recommended that in landscape terms Site 5 should not be put forward.

Finally, the inclusion of a site in a Mineral Plan now generally carries a presumption to grant at planning application stage. In the light of recent legal challenges, it is now enshrined in law to have “special regard” for the preservation of heritage assets. It says “where adverse effects are significant –An Environmental Impact and Heritage Assessment should be correctly applied and transposed in decision making”. Again, there is no evidence that Warwickshire County Council Planning Department have adhered to this advice either”.

Mr Chris Harris, a Governor of Barford St Peter’s Primary School, stated that the proposed site for mineral extraction is 300m from the school. He was not aware of any situation elsewhere where a school was located so close to a quarry. Whilst mitigation is in place at quarries to protect the health of employees nothing can be done to protect school children and other members of the community close to the site. Mr Harris cited Asbestosis and the effect of lead in petrol on people’s health in the past adding that the lessons from these should not be ignored. He concluded by stressing the duty of care the school and the Council has to its pupils adding that the allocation of Site 5 for extraction could not go unchallenged.

Councillor Mrs Seccombe (Leader of the Council and Chair of Cabinet) thanked those who had spoken and those who had also attended.

2. Warwickshire Minerals Plan - Summary of Publication Consultation Report and Sand and Gravel Topic Paper

Councillor Jeff Clarke (Portfolio Holder for Transport and Environment) thanked members of the public for their contributions. Cabinet was reminded that it had received a report on the emerging Mineral Plan in 2016 with a promise of a further report once consultation had been undertaken. It was explained that the latest

annual Local Aggregates Assessment had indicated a significant reduction in forecast demand for mineral extraction. The purpose of the report before members was to seek permission to produce a new plan based upon the revised forecasts.

An amendment to the published recommendation was tabled. This amendment would see any new draft plan being presented to Cabinet prior to consultation.

Councillor Les Caborn (Portfolio Holder for Adult Social Care and Health) speaking as the local member for Barford and surrounding villages thanked local residents for their contribution adding that their statements would be added to the body of evidence used in producing the new Minerals Local Plan.

It was agreed that members of the public would be given an indication of the anticipated timespan for the development of the new plan.

Resolved

That Cabinet request the Joint Managing Director (Communities) to prepare a proposed Minerals Local Plan based on the 2017 10 year sales average and to present a further report to enable Cabinet to decide whether to publish the plan for consultation with a view to its submission to the Secretary of State.

3. OFSTED Single Inspection Framework (SIF): Action Plan

Councillor Jeff Morgan (Portfolio Holder for Children's Services) summarised the published report stating that whilst the overall conclusion from the OFSTED inspection was that improvement was required, a number of positive aspects of children's services in Warwickshire were recognised. These include children's safety and the adoption process. He introduced the action plan stating that this was a detailed attempt at mapping out OFSTED's findings along with work to rectify shortcomings. Councillor Morgan stated that a previous shortage of Social Workers was now being addressed and the time it is taking to bring the new "Mosaic" case file system on stream will be reduced thanks to an increase in size of the implementation team. Finally, criticism over an apparent failure to engage adequately with partners is being remedied. For example, there is now a health representative on the Corporate Parenting Panel where there was none before.

It was noted that the action plan had been considered and endorsed by the Children and Young People Overview and Scrutiny Committee (OSC).

Councillor Jerry Roodhouse (Leader of the Liberal Democrat Group) suggested that it would have been useful to have included details of the OSC meeting's deliberations and conclusions in the Cabinet report. This was acknowledged. With regards monitoring of implementation of the action plan, Councillor Roodhouse stated that regular reports be presented to the OSC and to the Corporate Parenting Panel. This too was agreed.

Resolved

- 1) That Cabinet endorses the actions in the OFSTED action plan; and
- 2) That an update on the progress of the action plan is brought to Cabinet in 6 months' time.

4. Approval of Changes to the Charging Policy for Adult Social Care

Councillor Les Caborn stated that the report before Cabinet presented good news. Changes to the Council's charging policy reflected the value attached by the County Council to carers across Warwickshire. The changes set out in the report will result in more demands on the People Group's budget but these can be managed.

Resolved

That Cabinet:

- 1) approves the change to charging for residential respite under the community services charging rules; and
- 2) agrees the updated Charging Policy attached to the published report.

5. Health Advocacy Services Redesign: Consultation Findings and Proposed Service Model

Councillor Les Caborn stated that this report also presented a good news story as the service design set out will broaden services to vulnerable people. Four main areas of change were highlighted (Page 4 of 8 of the report).

1. Changes for the individual
2. Changes for the health and social care sector
3. Changes in the wider community
4. Changes in the advocacy organisation

Regarding the milestones set out on page 7 of 8, the new service start date was likely to be July 2018 and not May 2018 as stated.

Resolved

That Cabinet:

- 1) agree the outcomes and findings of the consultation process which has informed Health Advocacy Service redesign;
- 2) approve the proposed new service model, in order to proceed with the procurement of the new Health Advocacy Service; and
- 3) authorises the Joint Managing Director (Communities) to commence an appropriate procurement process and to award any contracts for the redesigned Health Advocacy Service on terms and conditions acceptable to the Joint Managing Director (Resources).

6. Advocacy, Information, Advice & Support Services (Adults and Children's)

Councillor Les Caborn introduced this report again emphasising the benefits that the service redesign will offer. As with the previous report, the implementation date is likely to be July 2018 and not May 2018 as stated.

Resolved

That Cabinet approves proceeding with an appropriate procurement process for the provision of Advocacy, Information, Advice and Support Services and authorises the Strategic Director of People Group to enter into all relevant contracts on terms and conditions acceptable to the Joint Managing Director (Resources).

7. Whistleblowing Policy

Councillor Kam Kaur (Portfolio Holder for Customer and Transformation) summarised the purpose of the report. In response to a question from Councillor Alan Webb, Cabinet was informed that the policy extends via contracts and the monitoring thereof to 3rd party employers.

Resolved

That Cabinet approves the revised Whistleblowing Policy, as outlined in Appendix D of the report, and the Essentials document, as outlined in Appendix A of the report.

8. Local Government & Social Care Ombudsman (LGSCO) - Annual Review and Summary of Upheld Complaints

Councillor Kam Kaur, in introducing this report emphasised the need to bear in mind the extent of the services provided by the County Council and the number of customers it serves. The level of complaints has fallen and there is now a “complaints champion” who reviews complaints searching for themes and patterns. In instances where the Ombudsman upholds a complaint the details are passed on to senior managers with an expectation that they will put measures in place to improve service and not repeat any errors made.

Councillor Kam Kaur agreed to share lessons learned with Councillor Roodhouse.

Resolved

That Cabinet notes the annual review and summary of upheld complaints issued by the Local Government and Social Care Ombudsman in the financial year 2016-17.

9. Capital Investment Fund - 2017/18 Quarter 2 Proposed Allocations

Councillor Peter Butlin explained the basis of the two proposed allocations before members. In response to a question from Councillor Izzi Seccombe it was confirmed that the outcomes from these and other CIF allocations should be reported regularly. Monica Fogarty (Joint Managing Director – Communities) agreed to produce briefing notes as appropriate.

Councillor Alan Webb highlighted that some of the Duplex Fund allocations will take the form of loans. Given that those loans will be paid back it was recognised that the funding could be used on multiple occasions.

In response to Councillor Bill Olnier it was confirmed that support for new and existing businesses was provided where the greatest need exists.

It was agreed that information on where across Warwickshire funding is being allocated will be provided to members.

Resolved

That Cabinet:

- 1) approves the investment of £2.000 million into the sub-regional Duplex Fund, providing capital grants and loans to businesses across Warwickshire;
- 2) approves the use of £0.300 million to provide small capital grants to businesses across Warwickshire; and
- 3) following satisfactory completion of all due diligence, authorises the Joint Managing Director for Communities to enter into all contracts necessary to deliver the two projects on terms and conditions acceptable to the Joint Managing Director for Resources.

10. Any Urgent Items

None

11. Reports Containing Confidential or Exempt Information

EXEMPT ITEMS FOR DISCUSSION IN PRIVATE (PURPLE PAPERS)

Resolved

That members of the public be excluded from the meeting for the items mentioned below on the grounds that their presence would involve the disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

12. Exempt Minutes – 7 September 2017

The exempt minutes of 7 September 2017 were agreed as an accurate record.

The meeting rose at 14.47

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Chair

Cabinet

9 November 2017

0-5 Redesign of Children Centres

Summary:

On 2nd February 2017, Warwickshire County Council approved its 3 year Corporate Plan. Within the One Organisational Plan 2020 (OOP 2020) there are savings required in relation to 0-5 Services. On 15th June 2017, Cabinet received and approved a proposed model for consultation. This report provides details of the proposed revised service model within the context of OOP 2020, in the light of the outcomes of the consultation process and the need to transform services for children and families over the next 3 years.

Recommendations:

That Cabinet agree that:

- 1) The consultation process and analysis attached as Appendix 1 and the Equality Impact Assessment (Appendix 3) be considered,
- 2) The Strategic Director for People be authorised to take any necessary steps to implement the Hybrid Model and the recommended approach to transitional arrangements outlined in Section 5 and detailed in Appendix 2 on terms and conditions satisfactory to the Joint Managing Director (Resources),
- 3) The Strategic Director for People be authorised to arrange with the exception of Atherstone, Stockingford and St. Michael's, the transition of 2HELP places from the proposed Children and Family Centres to the Private, Voluntary and Independent Nursery Sector on terms and conditions satisfactory to the Joint Managing Director (Resources),
- 4) The Strategic Director for People and the Joint Managing Director Resources are authorised to terminate the lease agreements with the current providers of Kenilworth (Bertie Road), Warwick and Whitnash Children Centres and to arrange the responsibility for the day to day operation of the buildings being assumed by the Maintained Nursery Schools,
- 5) The Strategic Director for People and the Joint Managing Director (Resources) be authorised to develop and implement the process for the reassignment of sites that are no longer designated as Children and Family Centres,
- 6) The timescales for implementation as outlined in Section 6 be approved.

1.0 Executive Summary

- 1.1 Our vision for 0-5 services is “to work together with our partners ‘to enable every child in Warwickshire to have the best start in life through a whole family approach that builds independence, resilience and ensures that services are accessible, proportionate and seamless based on need”.
- 1.2 On 2nd February 2017, the County Council approved its One Organisational Plan 2020 which sets out the corporate direction over the next 3 years. At the same time the budget was also agreed which requires a saving of £1.120 million to be made to the Children’s Centres budget from 1st April 2018.
- 1.3 On 15th June Cabinet approved a proposed model as the basis for consultation which would focus on the conversion of 12 of the current 39 Children’s Centres into Family Hubs that would offer services to 0-19 to families or up to 25 in the case of disabilities. Remaining Centres would be reassessed to explore the viability of a 3rd party assuming the day to day management costs of the building but where some services could still be delivered. The proposal also suggested an integration of the Family Support Workers in Children’s Centres through a decommissioning of the current service and bringing in-house to provide a seamless 0-19/25 service.
- 1.4 Consultation was conducted over 11 weeks (29th June 2017-11th September 2017). As a result of the analysis undertaken the following is proposed:
 - a) Implementation of Hybrid Model that would result in an integrated Family Support Worker Service (through decommissioning existing arrangements and redesign) and commissioning of services relating to management, administration, early years stay and play and volunteer co-ordination. The model would see an enhanced service across a broader age range in the following 14 Children and Family Centres throughout the County:

Atherstone, Camp Hill, Riversley Park Clinic, Stockingford, St Michael’s, Boughton Leigh, Claremont, Long Lawford, Kingsway, Lillington, Westgate, Alcester, Lighthorne Heath, Stratford.
 - b) The Hybrid Model would incorporate an outreach model delivered from the following 16 Children Centre sites which would complement the Children and Family Centre Services (provided day to day management and costs could be transferred to a third party and where there is access and an interest in continuing service provision) and supplemented, where appropriate, by community based facilities.

Coleshill, Kingsbury, Polesworth, Abbey, Ladybrook, Rainbows, Bulkington, Hillmorton, Wolston, Kenilworth (St John’s), Whitnash, Warwick, Kenilworth (Bertie Road), Southam, Wellesbourne and Badger Valley.

- c) In terms of Badger Valley, Southam and Kenilworth (St John's), the proposal is that these sites are retained over 2018/19 to explore solutions for viable outreach which is within the reduced financial envelope but acknowledges both consultation responses and needs analysis.
- d) The following 11 sites would no longer be designated as Children's Centres or providing children centre services:

Mancetter, Park Lane, Newbold Riverside, Oakfield, Dunchurch, Cawston, Sydenham, Newburgh, Clopton, Studley and Riversley (Our Lady of the Angels School site).

- e) Implementation through transitional arrangements with current providers for a period of up to 18 months (April 2018-September 2019) within the reduced financial envelope during which time a procurement process for the commissioned elements of the proposed future service would be carried out.
- f) Transition of 2HELP places from Children and Family Centres to the Private, Voluntary and Independent Sector (save St Michael's, Stockingford and Atherstone where they would be delivered by the current provider). 2HELP provision in those Children Centres where it is currently being delivered will continue until the end of the school year 2017/18.
- g) Transfer of Kenilworth (Bertie Road), Warwick and Whitnash Children's Centres to the Maintained Nursery Schools with continued provision of Children and Family Centre services on an outreach basis.
- h) That an open and transparent process is formulated for receiving expressions of interest for the reassignment of those Children Centres identified as outreach sites and those surplus to requirements other than the 3 sites to be transferred to Nursery Schools.

1.5 The proposals above differ from the original model that was proposed in June to ensure it reflects the consultation. Key areas to note are:

- Replacing terminology of Family Hub with Children and Family Centres
- Increase number of Centres from 12 to 14 and substitution of Centres in Nuneaton, Leamington and Rugby
- Prioritisation of Family Support
- Retained focus on early years and 'Stay and Play'
- Transitional year in Badger Valley, Kenilworth (St John's) and Southam
- Outreach model to address access issues
- Provision for volunteer support and co-ordination

1.6 Based on the indicative costings set out in Section 7, it is anticipated that savings will primarily be made through a reduction in management, administration and premises costs.

- 1.7 Following Cabinet approval a timeline has been set out that seeks to ensure the savings are implemented from 1st April 2018 and after a period of transition with current providers, a new model is implemented by 1st October 2019.

2.0 Introduction

- 2.1 On 2nd February 2017, the County Council approved its One Organisational Plan 2020 which sets out the corporate direction over the next 3 years. At the same time the budget was also agreed which requires a saving of £1.120 million to be made to the Children's Centres budget from 1st April 2018.
- 2.2 On 15th June 2017, Cabinet approved the following proposed model as the basis for consultation:
- a) Conversion of 12 of the current 39 Children Centres into Family Hubs offering an enhanced service offer across a broader age range of 0-19 and up to 25 in the case of disabilities with outreach services through a 'spokes' approach. 3 of these (Atherstone, Alcester & Brownsover-Boughton Leigh) were intended to be aligned to proof of concept areas relating to the development of Warwickshire County Council community hubs. The sites proposed for the Family Hub development were Atherstone, Camp Hill, Abbey, Stockingford, St Michael's, Boughton Leigh, Clarendon, Oakfield, Westgate, Lillington, Sydenham and Alcester.
 - b) A Service offer that would focus on the following four areas:
 - i- Universal offer focussed on places where people can access information, advice and guidance and also where certain universal services such as school readiness (stay and play, literacy/numeracy) activities are available with a flexible approach to location that would consider libraries and community venues;
 - ii- Health and Wellbeing services such as health visiting, midwifery, speech and language and perinatal mental health;
 - iii- Parental Support through family support, parenting programmes and attachment;
 - iv- Financial Wellbeing relating to debt, income maximisation, financial literacy and adult education.
 - c) The role of the remaining 27 centres would be re-assessed to see whether any of the centres could provide a viable outreach site. The reassessment would involve a dialogue with the community within the context of the reduced financial envelope to assess whether the community or an alternative provider would have the capacity to assume responsibility for the premises and facilitate the delivery of services identified by children and families in the area.

- d) Creating a Seamless and Integrated Family Support Worker Service targeting the most vulnerable children and families within the Children and Families Business Unit through the decommissioning of current services in this area that are wholly focussed on Children Centres.
- e) An approach that builds the capacity of children and families through empowerment, self-help and resilience.

2.3 Following approval of the proposed approach by Cabinet, an 11 week consultation was conducted between 29th June 2017-11th September 2017.

The remainder of this report sets out:

- The context for Redesign (Section 3)
- Outcomes from the Consultation Process (Section 4)
- Options Considered (Section 5)
- Timelines for Implementation (Section 6)
- Key Considerations (Section 7)
- Risks and Mitigation (Section 8)

3.0 Context for Redesign

3.1 The context for redesign is based on a number of national and local drivers that necessitate the requirement for change; taking into account the current and future landscape of children and families.

National

3.2 **Changing Context of Children's Centres:** The Childcare Act 2006 requires Local Authorities to have sufficient children's centre provision to meet the needs of young children and parents living in the area, particularly those in greatest need of support and that they are accessible to everyone. It is for each LA area to determine levels of sufficiency. Currently the aims espoused are to improve outcomes for young children and their families and reduce inequalities between families in greatest need and their peers through:

- child development and school readiness;
- parenting aspirations and parenting skills;
- child and family health and life chances.

3.3 A Children's Centre is defined in the Childcare Act 2006 as a place or a group of places through which early childhood services are made available (either by providing the services on site, or by providing advice and assistance on gaining access to services elsewhere) and at which activities for young children are provided. Children's Centres are as much about making appropriate and integrated services available, as it is about providing premises in particular

geographical areas.

- 3.4 **Central Government:** Recent developments at a national level suggest that the direction of travel is moving towards a more integrated model of service provision within the 0-5 arena. There have been two key All Party Parliamentary Group (APPG) publications around early years since 2014. The '1001 Critical Days' manifesto highlights the importance of intervening early in the 1001 critical days between conception to age 2 to enhance the outcomes for children. A further APPG report on the future of Children's Centres resulted in the paper 'Family Hubs: The Future of Children's Centres' and explored the role that Children's Centres' can potentially play as hubs for local services and family support beyond the current 0-5 model to a 0-19/25 model.
- 3.5 A further development in April 2017 was the publication of the 'Improving Lives: Helping Workless Families' Policy Paper. The paper places significant emphasis on the role of tackling worklessness, financial inclusion and the consequential issues associated with poverty. Early indications of this are evidenced by planned changes to the Troubled Families Programme over 2017/18 and the need to demonstrate that learning from the programme is mainstreamed within service delivery in recognition of the Programme coming to an end in 2020.

Local

- 3.6 **One Organisational Plan 2020:** The County Council adopted the One Organisational Plan 2020 (OOP 2020) in February 2017 to outline its transformation aspirations. To meet the business and financial imperatives of the plan a holistic, multi-agency approach is required. This means that the redesign of services in relation to 0-5 cannot be undertaken in isolation of the transformation being delivered as part of the wider corporate programme. The two underpinning principles of which are to develop community capacity and to improve the information and advice offer.
- 3.7 **Children and Families Services Transformation:** A significant programme of delivery within OOP 2020 will be the transformation of Children and Families services and its vision for the future. In financial terms approximately £10 million is planned to be saved over the next three years from the Children and Families budget which currently stands at £54 million. More specifically this includes:
- In relation to Children Centres, £1.120 million savings are required from a current budget of £4.882 million from April 2018 onwards.
 - Approximate savings of £5 million arising from better aligned services and improved social work capacity reducing the need for children to come or stay in care.

- Of relevance also is the reduction of £1.2 million (from a budget of £6.7 million) over the next 3 years in relation to Health Visiting and Family Nurse Partnership services.

3.8 Core to the Transformation Plan is an increased focus on guided self-help, personal resilience and personal and community capacity alongside early identification of those requiring additional help. The development of Children and Family Centres offers a model to apply these principles on a locality basis in a multi-agency setting.

3.9 The redesign of services in relation to 0-5 is to be cognisant of and integrated within the wider work that is being undertaken in relation to children and families. Although some families will be solely comprised of parents with children under 5, the majority of our families will have older siblings and it is vital that a whole family approach is taken to addressing need and identifying solutions. This also embeds the learning from the Priority Families Programme particularly through the Family Support Worker model and the concept of ‘one family, one worker, one plan’, which locally has been instrumental in improving the outcomes for children and families.

3.10 **Smart Start:** The Smart Start Strategy sets out a vision of an integrated system of 0-5 universal and early help provision to collectively improve outcomes for Warwickshire children aged 0-5 years, and ensure that their parents/ carers are well supported from the moment of conception through to the time their children reach school age.

3.11 The learning from the Smart Start work, including the “Re-imagining our Children’s Centres” work is reflected in the overall approach to the transformation of children and families services and the key elements informing the redesign of services are:

- Multi-Agency Approaches that focus on co-location, integration and seamless pathways.
- Family Support and Early Help.
- Parenting networks and self-help.
- Maternal/ Child Mental Health.

3.12 **Child Poverty Strategy:** The Child Poverty Strategy was approved in 2014 with the underpinning principles of addressing poverty now and breaking the cycle of poverty. The principles are embedded within the proposed Children and Family Centres through a focus on adult education and learning, financial well-being through greater linkages with organisations such as Citizens Advice and Warwickshire Welfare Rights Advice Service and the use of volunteering as

a pathway to employment.

- 3.13 **Let's Talk (Community Hubs):** There is significant overlap between elements of the 0-5 redesign programme and current activity relating to the establishment of Proof of Concept (PoC) Community Hubs known as 'Let's Talk' and the stepped approach to services with an emphasis, in the first instance on self-help and empowerment. Currently the pilot phase of the proofs of concepts will run for a period of six months at Alcester-Globe House, Studley-Studley Village Hall, Brownsover-Christ Church, Benn Partnership Centre, Bidford-Library, Atherstone-Early Years Centre. Following that period a decision will be made on whether to retain them and/or begin a process of roll-out across the county at the end of this period.
- 3.14 During the evaluation phase opportunities for alignment will be explored between Let's Talk and Children and Family Centres to ensure the offers complement each other and maximise opportunities for joint delivery where appropriate.

4.0 Outcomes from the Consultation Process

Process

- 4.1 The consultation period commenced at midday on Thursday 29th June and concluded at midnight on Monday 11th September 2017. The 11 week period included 4 weeks prior to the school summer holidays and 1 week after.
- 4.2 The consultation was publicised through a variety of networks and media and was strongly supported by a wide range of consultation and engagement methods resulting in:
- 1558 online questionnaires returned
 - 12 public consultation events at which over 300 people were in attendance
 - 44 informal drop ins at Children Centres, baby and toddler groups with translators where required resulting in discussions with 280 individuals
 - 21 visits by Councillor Morgan, Portfolio Holder for Children's Services, resulting in discussion with approximately 80 interested parties
 - Attendance by officers at Children Centre Advisory Board meetings to answer queries and obtain feedback
 - Letters and Emails to Elected Members, members of the Public and MP's in response to queries
 - Over 20 phone calls through the consultation hotline
 - Focus Groups with staff and online sessions with parents, carers and staff
 - 6 staff engagement roadshows with over 150 people attending
 - 6 signed petitions from a number of campaign groups with 7083 signatories
- 4.3 To ensure robustness during the process, the Consultation Institute has been providing on-going assurance and advice in relation to the consultation. A key

element of the Institute's work is to ensure that our engagement is broad and takes account of hard to reach families, including those who currently do not access children's centres, BME communities and those whose first language is not English.

- 4.4 The Consultation Institute has indicated it is satisfied with the reach of the consultation on that basis that:
- a) The online webpage on Ask Warwickshire had a Google Translate option embedded into it so it could be translated into over 100 languages.
 - b) Interpreters were provided at requested drop-ins at Children's Centres.
 - c) Partner organisations working with minority communities publicised the consultation on the County Council's behalf.
 - d) The expected return rate by hard to reach families was monitored throughout the consultation period and continuing efforts made to encourage uptake.
 - e) People were invited to send emails in their native language if they did not feel comfortable completing the online survey.
 - f) A Google Hangout or face to face meeting was offered to a disabled parent, in response to a request by a children's centre staff member.
 - g) An online focus group took place in the evening to open up access to those unable to attend face to face meetings.
 - h) Drop ins were arranged at non-children's centre groups to access non-users of the children's centres.
 - i) Paper questionnaires were printed and distributed across the county through the children's centres, public consultation events and libraries, accompanied by a freepost envelope to eliminate a cost barrier to participation.
 - j) A phone line, staffed 5 days a week, was dedicated to the consultation for people unable to use computers or complete a paper questionnaire and all responses were logged.
 - k) Every request for accessibility to the consultation was explored and responded to.
- 4.5 The data processing and coding of open ended verbatim comments from the survey was carried out by QPRMR, an independent company which is a member of the Market Research Society. The analysis of the quantitative and qualitative data- was undertaken in close collaboration with the Insight Service and oversight from Warwickshire County Council's Strategic Consultation and Engagement Lead.
- 4.6 The consultation process was also communicated widely to partners through schools bulletins, Health and Wellbeing Board links (which includes CCGs) and voluntary and community sector networks. Regular updates were provided to health partners such as mental health leads, midwifery and health visiting through the Local Maternity System Board and consultation drop in sessions. There is an ongoing dialogue with commissioners of these services. The proposed new service delivery model seeks to strengthen our links with health professionals and partners through alignment with the development of

community based provision that extends beyond the 0-5 age range. Discussions were also held with relevant schools during the consultation. It is envisaged that this engagement will be developed further during the design and implementation process.

Outcomes

4.7 Full details of the consultation analysis including an executive summary are attached as Appendix 1. These have informed the production of the service offer and delivery model.

Summary headlines to highlight are:

a) **Locations:**

- In North Warwickshire the analysis suggests that the retention of Atherstone with an outreach approach resonates with the community and largely mirrors existing provision.
- In Nuneaton and Bedworth, there was strong support for the current provision of children centres. In terms of locations whilst there was support for Camp Hill, Stockingford and St Michael's as Centres, there was significant support for the retention of Riversley Park Clinic as a Centre based on its central location and close links with health related services.
- In Rugby, where an outreach model has already been in operation for some time, there was support for the retention of Claremont and Boughton Leigh. There was strong representation that the third centre should be Long Lawford (rather than the proposed Oakfield).
- In Warwick District, significant representations were received from Kenilworth. An argument was also made for the retention of Kingsway rather than Sydenham on account of size, suitability for Children and Family Centre purposes and its location within an area of need.
- In Stratford the case was made for additional centres on the basis of the geographical expanse of the district.
- In all areas, common themes in relation to location related to accessibility, housing growth (where relevant and significant) and the availability and suitability of alternative community facilities.

b) **Services:** Notwithstanding geographical variations the key services that emerged as being valued and integral to future delivery were: Stay and Play, Family Support and Health Services (principally Health Visiting, Midwifery,

Speech and Language). There was a particular focus on Maternal Mental Health.

- c) **Retention of the early years emphasis:** Whilst consultees (particularly service users) were familiar with Children Centres there were some concerns about having mixed age ranges within buildings that were predominantly early years in nature and that the needs of the locality and nature of the buildings required consideration. There was an indication from the responses that people disagreed with the idea of family hubs. However, on further analysis it appears that this was linked more to the proposed locations rather than rejecting the concept in its entirety. There was a view that an early years focus should be retained and that a measured and phased approach to the development of a wider service offer should be adopted. In those areas where proof of concepts were being trialled a need for alignment with these was highlighted.
- d) **Confusion over 'hubs':** Of particular note was the concept of 'hubs' themselves. The use of hub terminology was confusing given that the term was being used in conjunction with a number of initiatives with no consistent agreement as to what the offer was in relation to them.
- e) **Reducing isolation:** The role of centres in reducing isolation and providing information advice and guidance to parents was emphasised. This includes the need for a warm welcome and non-judgmental spaces where parents could meet other parents, form networks and gain a better understanding of the services and activities available in their locality. This is particularly the case for those parents who have recently moved to the area or have few family networks.

4.8 In addition to the general consultation themes above, specific submissions were received from the following organisations who are currently delivering the service or have a close association with current services. The submissions outlined proposed delivery models which have been considered during the options appraisal:

- **Barnardo's:** Proposal of an extended contract till September 2019 within the reduced financial envelope to enable smooth transition to a new model with a consolidated family support worker service from October 2019 onwards. This covers the Rugby, Warwick District and the North of the County but excluding St Michael's and Stockingford. **The submission has been factored into the proposed option in Section 5 below.**
- **Parenting Project:** Proposal of an extended contract till September 2019 within the reduced financial envelope working with WCC towards the new model being operational from October 2019 onwards. This covers Stratford District. **The submission has been factored into the proposed option in Section 5 below.**

- **St Michael's:** Retention as independent centre but with an outreach model to serve the remainder of Bedworth and also coverage to Bulkington. St Michael's indicated a willingness to work alongside an in-house, integrated and co-located Family Support Worker Service. **Regard has been given during the development of the service offer and model attached as Appendix 2. Discussions will be necessary on transitional arrangements.**
- **Stockingford Early Years Centre:** Submission highlighted the integrated nature of the building and service provision including budgetary considerations. **Regard has been given during the development of the service offer and model attached as Appendix 2. Discussions will be necessary on transitional arrangements.**
- **Maintained Nursery Schools:** There are specific proposals from the maintained nursery schools at Kenilworth (Bertie Road), Warwick and Whitnash to take responsibility for the Children's Centre buildings and deliver the 2HELP offer from those sites. The proposals also refer to working closely with the proposed integrated Family Support Worker service and seek to build capacity and resilience of the PVI sector to ensure that vulnerability is identified and addressed at the earliest opportunity. **Regard has been given during the development of the service offer and model and close collaboration is envisaged with the Maintained Nursery Schools during the implementation phase.**
- **Early Years Action Group:** Proposals are to retain a focus on early years, multi agency, services with an emphasis on early intervention. **Regard has been in the development of the service offer and model which uses the first '1001 days' as the foundation from which services in relation to children and families will evolve. We envisage close collaboration with the Early Years Action Group during the implementation phase as we move towards an integrated 0-19/25 offer.**

4.9 Proposals from providers were provided on a confidential basis and therefore have not been attached as appendices or background papers.

4.10 It should also be noted that during the consultation period expressions of interest have been received in relation to a number of children centre sites and these have been referenced within the proposals where there is potential for outreach provision.

4.11 A key lesson learnt from the consultation has been the wealth of expertise, knowledge and experience from the parents, carers and practitioners in relation to what works and what does not. From this, two conclusions will inform the

design and implementation stages. The first is the need to balance the need for equity of offer with a model that is tailored to the needs of the locality and the community it serves. The second is the need to engage parents, carers and practitioners during the development of the new model.

5.0 Options Considered

Service Offer and Delivery Model (How the consultation has shaped the proposals)

5.1 The Service Offer and Delivery Model are attached as Appendix 2 and have been formulated from organisational principles, analysis of need and a consideration of the options outlined below. The service offer and model also reflects the outcomes from the consultation process and key areas are highlighted below:

Proposal	Rationale
Prioritisation of Family Support	The proposal to protect this service from reduction is due to the high priority that families placed on this service during the consultation. The value of volunteers was expressed throughout the consultation but the point was made strongly that they cannot replace trained, skilled, professional family support staff.
Replace 'Family Hub' terminology with 'Children and Family Centres'	The consultation revealed some confusion over the terminology of 'hubs' given that it was being used by a number of agencies in different contexts. The suggestion of 'Children and Family Centres' acknowledges identification with the current provision and that this will be used as the basis for integration with a wider age range and service offer.
Increase the number of proposed Children and Family Centres from 12 to 14	During the consultation, issues of access and rurality were marked in Stratford District and those who responded to the consultation were opposed to a single Centre in the east of the District (Alcester). As a result, 2 additional Centres at Stratford and Lighthorne Heath have been proposed, which allow access to a central and a west district centre. This is supported by evidence of need in terms of number of children in need and on Child Protection Plans and the Income Deprivation Affecting Children Index (IDACI).

<p>Substitution of Centres in Nuneaton and Bedworth, Rugby and Warwick borough/districts</p>	<p>As a result of the consultation, the proposals have been revised as follows: --Riversley Park Clinic as a preference to Abbey particularly in relation to SEND provision --Long Lawford in preference to Oakfield on account of rural needs and projected housing growth --Kingsway in preference to Sydenham due to suitability for Children and Family Centre purposes, area of need and the potential for alternative community outreach sites in relation to the latter.</p>
<p>Transitional year for Badger Valley, Kenilworth (St John's) and Southam</p>	<p>In recognition of responses received in relation to these areas, a transitional year is proposed. This will allow for additional work to be carried out to explore alternative options for buildings and services that addresses the issues identified during the consultation. The consultation highlighted needs in these areas which particularly centred on social isolation, peer/support networks and perinatal mental health. A transitional year enables those facing these challenges to receive appropriate support over an extended time period whilst alternative options are explored and pursued.</p>
<p>Confirmation of Outreach Model</p>	<p>The reduced number of Centres places a greater emphasis on outreach and delivery through alternative sites. During the consultation it was evident that outreach is already in operation and this can be built on as a model.</p> <p>In addition, sufficient expressions of interest have been received during this period to suggest that there is an appetite from a number organisations to assume responsibility for those Children Centres which as outreach centres could deliver Children and Family Centre services directly and/or allow access to the County Council and its partners to the Centre for the purposes of service provision. The need for services to be delivered locally was expressed throughout the consultation from an access to services, financial inclusion and a peer/support network perspective.</p>
<p>Focus on 1001 days and Early Years</p>	<p>The Smart Start, Reimagining our Children Centres work and this consultation have all emphasised the need to focus on the first 1001 days. Early years Stay and Play was not part of the original proposal but has been included in the delivery model as a result of consultation responses as a non-stigmatising entry to accessing support services.</p>

Transitional approach to Implementation	Submissions made by Barnardos and the Parenting Project offer a constructive and collaborative way to implementing proposals. A phased approach to implementation addresses the need to engage with service users and partners during the design of the Children and Family Centres and the outreach centres to agree how a whole family approach can be delivered. This also demonstrates a commitment to those who responded to the consultation to express concern that their support will not be suddenly withdrawn.
Volunteer Support & Co-ordination	The new model relies on building the community infrastructure through peer groups and volunteering. The need to ensure that volunteers are recruited and supervised in a manner that also embeds safeguarding is strengthened in the proposal. The existing volunteer model was highlighted during the consultation as one which provides support to volunteers to enable them to support families.

Preferred Service Offer and Delivery Model

- 5.2 The following four options were considered during the analysis of consultation responses:
- a) **Business as usual:** With no budget reductions
 - b) **In house delivery:** decommissioning of all 'external' elements of the children's centres' provision and the delivery of the Children and Family Centre model by WCC
 - c) **Delivery through commissioning:** external commissioning of Children and Family Centre provision
 - d) **Hybrid model:** incorporating the family support element of the current 0-5 service into the council's family support/ "One Team" and external commissioning of services relating to the management and co-ordination the Children and Family Centres, volunteer co-ordination and early years stay and play as well as inclusion of outreach proposals to deliver complementary services from sites which we envisage would be operated by third parties.
- 5.3 **The Business as Usual:** During the consultation period and particularly reflected in the petitions, the County Council was asked to review it decision to make savings in relation to Children Centres. If the Council intends to make the savings, retaining the service in its current form is not an option. This option

also offers little opportunity to integrate the work of children centres into the wider transformation of services to children and families or to focus resources on services rather than on management, administration and buildings or secure the benefits from a whole family approach. Nor does it take account of Smart Start research which stated 'that in view of increasing financial pressures and greater awareness of current needs of Warwickshire families, the present model of Children's Centres across the County is unsustainable' (P6 Smart Start Strategy 2016-2020)

5.4 **In-house delivery:** This option was considered on the basis that it would offer greater control and flexibility over resource delivery. It has been discounted for four reasons:

- In light of the tight timescales, there would be considerable disruption of service to children and families.
- The County Council does not have the current capacity and expertise to deliver the management of centres/hubs, early years services and volunteer co-ordination.
- An initial headline analysis (See Section 7 'staffing/HR') indicated that there would be significant costs associated with transfer of staff, potential redundancies, adjustments of terms and conditions and pension arrangements and this would have an impact on achieving the savings
- The Council does not have the same opportunities to attract external funding as 3rd party providers

5.5 **Delivery through Commissioning:** Warwickshire is a commissioning authority and on that basis the children centres were commissioned in 2014 in their current model. This option would be consistent with that decision and in terms of the management and coordination of the Centres, continues to be a positive option. However, a wholly commissioned service does not provide the opportunity for developing an integrated family support service, which is crucial in the delivery of the Children and Family transformation plan to reduce the need for children to become or remain looked after, by implementing the concept of 'one worker, one family one plan' and to deliver improved outcomes for all children and families.

5.6 **Hybrid Model:** This option envisages a mixture of in-house delivery (Family Support Workers) and commissioned services (Management, Administration, Stay and Play and Volunteer Co-Ordination) and also incorporates the outreach proposals. This is the preferred option because it combines the strengths of the other two models by adopting a balanced approach where services are commissioned or delivered in-house on the basis of business need. Although there are additional costs of employing family support workers directly, (transfer, conditions and pension), these are outweighed by the benefits and efficiencies offered through an integrated approach.

- 5.7 Discussions with Oxfordshire and Wolverhampton who have redesigned their children's centres and where integrated family support worker teams are in operation have corroborated these benefits. They highlight the flexibility of response that such a service accords and the seamless experience for the family where teams are working from similar systems, single assessments, improved communication and co-location. In turn this will result in a more consistent and equitable targeted provision for the most vulnerable families and one that supports partnership working. The commissioning of remaining services acknowledges that the Business Unit's expertise does not currently reside in that area and that other organisations are best placed to undertake this.
- 5.8 On this basis the hybrid model is seen as the preferred option and has been used as the basis of determining key implications (outlined in detail at Section 7).

Transition (how will we get there)

- 5.9 In light of submissions received from current providers and in consultation with HR, Legal and Commissioning the following two options have been considered for the transition from the existing arrangements to Children and Family Centres:
- I. **Gradual Transition with existing providers:** Extension of contracts with current providers on new terms and conditions (to accommodate the saving of £1.12m subject to agreement) from 1st April 2018 for a period of up to 18 months (maximum contract term) to deliver the transition from existing Children's Centres to Children and Family Centres model together with outreach proposals with flexibility to recognise existing 2HELP commitments.
 - II. **More Immediate Transfer under a new contract:** Extension of contracts (subject to agreement) with current providers for a period of 4 months to avoid disruption of 2HELP provision and allow re-commissioning within the reduced financial envelope from 1st August 2018.
- 5.10 Both options offer sufficient time to run a competitive procurement process and to transfer family support in-house though Option I allows for greater flexibility of a phased and collaborative approach that ensures that future services are co-produced with service users and are applicable to future as well as current needs. Option I also allows sufficient time for the outreach proposals to be worked up and delivered to the same timeframe.
- 5.11 The first option is largely based on the transition proposals submitted by the current providers, Barnardo's and the Parenting Project, who have expressed

their willingness to accommodate the transition process within an 18 month contract extension from 1st April 2018 to 30th September 2019. This option is dependent upon:

- Agreement with current Providers (including Stockingford Early Years Centre and St. Michael's) of an extension to the current contracts within the reduced financial envelope.
- Agreement over how the transition will be managed and the reduction applied across the four providers.
- Committing to run a competitive process as soon as possible before the end of the extended contract term with the intention of a new provider assuming the retendered service upon expiry.

5.12 The second option represents a fair and transparent process for handover. However, there are significant risks in relation to:

- Additional costs, as savings are likely to be unachievable during the short extension of the current contracts.
- Tight timescales which put more burden on the local authority and the new provider to deliver a robust transition and also ensure alignment with other transformational activity.
- HR and staffing risks identified in Section 7 if the current provider contract has expired, before a new provider has been appointed. In addition to disruption to service users there is potentially increased liability for the County Council as services are decommissioned and then re commissioned.

5.13 The first option is recommended for approval, as it offers more stability during the transition period and gives sufficient time to accommodate the competitive procurement process for the commissioned element of the future service.

6.0 Timelines for Implementation

6.1 The original timelines for implementation as required by OOP 2020 requirements envisaged savings and remodelling to commence from April 2018. Whilst savings can be made from April 2018, remodelling of the new service will require a longer timeframe for a number of reasons. At the commencement of the project there were delays as a result of elections at county and national level which meant that it was not possible to obtain the necessary approvals until June 2017.

6.2 Furthermore the deferral of Cabinet consideration from October to November recognised that more time was required to analyse and give due regard to the responses received during the consultation period. An issue that also was identified during the Summer was the provision of 2HELP nursery places and

the need to avoid any disruption mid way through the academic year as a result of new models being implemented from April 2018. Due to the nature of the current contract it has also been difficult to disaggregate costs and the service in this area from providers.

- 6.3 In light of these slippages, whilst the savings can be made from April 2018 (subject to negotiation and transitional arrangements being agreed with providers), future remodelling will need to be undertaken over a longer timeframe to take into account 2HELP nursery provision and commissioning requirements. Budgetary pressures have been highlighted in respect of those centres providing 2HELP provision and the potential assistance that may be required in respect of sustaining this provision until the end of July. As with transitional arrangements this will be the subject of negotiation with providers.
- 6.4 The indicative timeline proposed for implementation on the basis of the preferred service delivery model and transition option being adopted is as follows:
- Cabinet Approval (November 2017)
 - Agree transitional arrangements with providers (November – December 2017)
 - Disposal and Transfer Process agreed and expressions of interest sought for outreach and surplus sites (November 2017 - March- 2018)
 - Subject to negotiation, transfer of Kenilworth (Bertie Road), Warwick and Whitnash sites (April 2018)
 - Transfer or disposal of remaining sites (April - August 2018)
 - Transitional arrangements with existing providers (April 2018 for a period up to 18 months)
 - Transfer of 2HELP provision where applicable (by end July 2018)
 - Design, Commissioning and Procurement of new service (April 2018 – March 2019)
 - Creation of an Integrated Family Support Worker Service (by October 2019)
 - New Model commences (by 1st October 2019)

7.0 Key Considerations

a) Financial

- 7.1 As outlined in paragraph 3.7 the delivery of OOP 2020 requires savings to the current Children Centre budget of £1.120 million from April 2018. This would leave an operating budget from 2018 onwards of £3.762 million. At the same time there are financial pressures within the Family Support Worker Service which require a whole system redesign that ensures it targets the most vulnerable children and families and is directed towards the delivery of the service rather than management and maintenance of premises.

7.2 As part of the current contract management process the four Children’s Centre providers complete a detailed staffing and expenditure profile at the end of each financial year. These returns have been analysed and a summary of their expenditure for 2016/17 based on their information is illustrated in the table below.

Current Expenditure

	Amount £000	%	%
Managers	932	19%	68%
Admin	619	13%	
Volunteer Co ordinators	89	2%	
Family Support Workers	960	20%	
Early Years Workers*	592	12%	
Caretaker/Cleaners	56	1%	
Agency / Other	53	1%	
Premises	506	10%	10%
Service Delivery Costs & Other costs	585	12%	12%
Additional income*	-203	-4%	-4%
Management Charges	519	11%	14%
Surplus	174	4%	
Total Spend 16/17	4,882	100%	100%

* This amount has been modified downwards to assume the £491,000 NEF Grant funds received by the Groups funds EY'W.

It should be noted that our commissioning arrangements are based on outcomes and detailed financial modelling will be part of the negotiations with providers. However, an illustration of the effect of removing the £1.120m OOP saving from the funding of the hybrid model has been provided below based on the following assumptions:

- Retention of current complement of Children Centre’s FSW and applying in house costs of delivering service
- Ensuring early years Stay and Play Provision
- Ensuring Volunteer Management and Co-Ordination
- Reduction in management and associated costs by approximately 50%
- Reduction in administration by approximately 50%
- Reduction in Premises costs by 40% reflecting the reduced number of Centres including costs associated with outreach activity in transferred centres or community venues. Of the £300,000 indicated we envisage a greater proportion of budget available for outreach after March 2019, once transitional arrangements at Badger Valley, Kenilworth (St John’s) and Southam have

concluded and more efficient options for service delivery in those areas are identified.

- Retention of the current £57,000 repairs and maintenance budget until the point of transfer to new providers when new arrangements on premises costs may be negotiated.

Projected Expenditure

	Amount £000	%	%
Managers	528	14%	76%
Admin	294	8%	
Volunteer Co ordinators	56	1%	
Family Support Workers	1,330	35%	
Early Years Workers*	588	16%	
Caretaker/Cleaners	31	1%	
Agency / Other	40	1%	
Premises	300	8%	8%
Service Delivery Costs & Other costs	300	8%	8%
Management Charges	218	6%	8%
Other	77	2%	
Total Spend 16/17	3,762	100%	100%

7.3 Assuming the delivery of the Family Support Service cost at a total of £1.630 million (salary and non-salary costs) , the budget for commissioned services in the hybrid model would total £2.132 million.

7.4 There are some services delivered from Children’s Centres which are not funded from the Children’s Centre budget. These include Health Visiting, Midwifery and Adult Education Services. We intend to continue and build on current joined working arrangements with these services. However, there is no impact on the budget for these services arising from these proposals.

7.5 As per paragraph 5.11 agreement as to how the reduction will be applied across the four providers during the transitional period will be the focus of discussion during the implementation phase.

b) Staffing/HR

Preferred Option

7.6 The following HR implications will apply for the preferred option of working with the current providers over the next 12-18 months before bringing the family support element in house and commissioning the new model.

Transitional Arrangements

- 7.7 Working with the current providers, it is envisaged that over the next 12-18 months they will go from the current delivery model to the new model. From a HR perspective this will allow a more natural progression, providing time for the staffing implications to be considered and appropriate changes to be made by the providers. The current providers have indicated that they will be able to work with their staff to move towards the model during this timeframe.

Family Support Workers

- 7.8 The preferred option will see the transfer of Family Support Workers into Warwickshire County Council by October 2019. According to the data return there is an establishment of 38 FTE Family Support workers and 6.0 FTE Family Support Managers, which totals 44 currently employed across the providers.
- 7.9 TUPE regulations are likely to apply if the Family Support Service is to be brought back into WCC. A scoping exercise will be completed as to whether staff members will be in scope for TUPE transfer, and this will depend on what proportion of their role is being transferred. It is likely that staff who primarily undertake Family Support Work will be in scope to TUPE transfer into Warwickshire County Council on their current terms and conditions. The staffing implications of this will need to be considered once the scoping exercise has been completed as this may result in family support workers with different terms and conditions (issued by different providers) transferring to WCC. Where staff undertake a mixture of family support and other children centre functions, there is likely to be fragmentation and as such TUPE will not apply. In these circumstances the staff members will remain the responsibility of the current providers, who will decide whether redundancy will apply.
- 7.10 TUPE transfer of these staff will comply with the regulations and follow an appropriate consultation process.

Recommissioning the new delivery model

- 7.11 During the next 12-18 months, Warwickshire County Council would seek to tender and select a new provider(s) for the new model. At this stage it is likely that most of the staff who are providing the new service will be in scope to TUPE transfer from the current providers to the new providers, thus allowing for a smooth transition.
- 7.12 In these circumstances, it is not usual for WCC HR to be involved. However, it will be key for the progression of the contract award, that both the incoming and the outgoing providers are aware of their obligations under TUPE.
- 7.13 Following the tender process and the contract award, if there is a change in provider, the outgoing provider will need to consult with the relevant staff in

order to comply with the TUPE regulations. There is no time limit to this consultation, however, it needs to be reasonable and during the consultation there are a number of obligations both the current provider and the new provider need to comply with.

- 7.14 There may be some members of staff who are in scope to TUPE to the new provider who were originally employed by the council and were TUPE transferred to the current providers. This is known as a second generation TUPE. As the current providers gained admitted body status, the staff members continue to be members of the Local Government Pension Scheme. The liability of these pensions will need to be assessed and the new provider will need to consider whether they apply for admitted body status with the Local Government Pension Scheme or whether they provide a broadly comparable scheme which has been certified by GAD (Government Actuary's Department). Both of these can be costly and may deter any potential new provider from tendering for services.

Risks Associated with the other models

- 7.15 There would be a risk in moving immediately from one model to another through a commissioning out route. Many of the current staff could be out of scope for TUPE transfer on the basis that the new model would be different to the service that staff currently provide. This may result in the staff not transferring under TUPE and therefore being at risk of redundancy. The new provider(s) would then need to recruit to its new structure. From a HR perspective this option is likely to result in service disruption and heightened concern for the staff, along with being more costly as higher redundancy costs will need to be factored in.
- 7.16 There is also a risk that the current providers may cease to provide the service in advance of a new provider being selected. Decisions would then need to be made as to whether the service would cease for a period of time and as such the staff would be made redundant. If the Council chose to continue to provide the service in the interim, all the staff would transfer into the Council until the recommissioning had been completed. All these staff would be entitled to join the local Government Pension Scheme which would make the delivery of the new service more costly for any new provider(s). The Council would be responsible for making any staff who are not in scope for the TUPE transfer redundant. Again both scenarios would incur additional costs.

c) Premises

Children and Family Centres

- 7.17 Fourteen sites have been identified as Children and Family Centres which are detailed in Appendix 2. The buildings are a mixture of freehold ownership, leasehold ownership and non-WCC premises. The proposal is that for the

transitional period of 12-18 months the existing occupation arrangements will remain in place at these fourteen sites.

- 7.18 Thereafter the intention is that the management of the premises should transfer to the newly commissioned provider(s) of the service. The provider(s) will assume responsibility for all premises costs and deliver all services with the exception of the Family Support Workers. WCC will specify the services that should be delivered from the Centre as a whole.
- 7.19 Nine of the proposed Centres are owned freehold by WCC. For these sites the proposal is that a new provider(s) will be granted a lease on terms and conditions to be agreed, at no ongoing cost to WCC. The terms and costs of occupation for the WCC Family Support Workers will be subject to agreement of satisfactory terms between WCC and the new provider.
- 7.20 Three of the proposed Centres are leased by WCC. Subject to the terms of the lease, WCC may have the option of terminating the existing lease, or underletting to a new provider(s). Where the existing lease is terminated, any new agreement for occupation would be made between the building owner and the new provider. As above, the terms and costs of occupation for the WCC Family Support Workers would be subject to agreement of satisfactory terms between WCC and the new provider.
- 7.21 Two of the proposed Centres are non-WCC buildings where the existing arrangements are directly between the current provider and the building owner. Subject to the building owner agreeing to continued use of the property, future provider(s) would occupy on the same basis subject to agreement of satisfactory terms. Occupation by WCC Family Support Workers would be by agreement of satisfactory terms with the new provider.

Outreach-Transitional Sites

- 7.22 The proposal at Kenilworth(St John's), Southam and Badger Valley is that for the transitional period of 12 months during 2018/19 the existing occupation arrangements will remain in place. Thereafter, new provider(s) will be identified to take over the premises, where possible, and WCC Family Support Workers will access and use the buildings subject to satisfactory agreement of terms with the new providers.
- 7.23 Kenilworth (St John's) is owned freehold and it is anticipated that a lease will be granted to a new provider on terms and conditions to be agreed, at no ongoing cost to WCC. Southam is a non-WCC building and the future delivery of services would be dependent on the building owner agreeing to continued use of the building and a new provider agreeing satisfactory terms and conditions

with the building owner. Badger Valley is leased by WCC from the Governing Body of Shipston-On-Stour Primary School. Any termination or variation of use is prohibited under the current terms of the lease, so use by a new provider(s) would be subject to successful negotiations with the building owner.

Outreach-Nursery School Sites

- 7.24 There are 3 Children Centre sites (Kenilworth, Warwick and Whitnash) where it is proposed that the building reverts to the Maintained Nursery Schools that are already co-located on those sites. These sites are owned by WCC and currently let to the provider. Termination of lease agreements would require 6 months notice but this could be reduced through negotiation with the current provider. The Nursery Schools will continue to offer some Children and Family Centre services (predominantly in the form Family Support Work) from these sites as part of the outreach offer.

Outreach Remaining Sites

- 7.25 The remaining sites are a mixture of freehold and leasehold sites. For the freehold sites, WCC will seek to dispose of the premises, either on a freehold or leasehold basis, subject to the agreement of satisfactory terms and conditions, at no ongoing cost to WCC. In some instances there will be specific requirement for the future occupiers to enable the delivery of outreach services by WCC (such as FSW, Health Visiting or Stay and Play). Where outreach is not envisaged due to the suitability of the building or availability of alternative sites in the vicinity, WCC will seek uses that are less likely to trigger clawback of the grant funding such as use by early years services or private nursery providers.
- 7.26 For the leasehold sites, WCC will seek to terminate leases, where possible, at the earliest opportunity to minimise costs. In such instances WCC will have no control over future use of the buildings and there is a more significant risk that for these premises clawback of the grant funding may be triggered. However work with owners of the freehold will occur in such instances to explore options that will minimise risks associated with clawback and also explore the options for outreach either from the building or within the vicinity.

Outreach-Community Sites

- 7.27 There are currently 55 sites across the County where community buildings are used by the existing providers as outreach venues for Children's Centre Services.

- 7.28 Where appropriate, the intention is that WCC / the new providers will utilise these sites to deliver services. All costs of occupation will be met by the new providers.

Surplus Sites

- 7.29 There are 11 sites that are deemed surplus to requirements and where children centre services will not be delivered. The decision to dispose of these sites has been made within the context of the reduced financial envelope which stressed that priority would be given to services rather than buildings. Upon disposal/transfer there will be no ongoing costs for the Council in relation to the surplus sites. Additional factors that have been considered in forming a view that these sites have become surplus have been current opening hours and usage, size of building (in some instances these are shared classrooms), the proximity of proposed Children and Family Centres, current costs/value for money and the potential for alternative locations within the vicinity to deliver services at lower cost. It should be noted that expressions of interest have been received for 3 of the sites from early years providers (Cawston, Newburgh and Clopton) and we would be encouraging interest in relation to the Sydenham site where there is sufficiency issues in terms of early years provision. Six are on school sites (Park Lane, Newbold/Riverside, Oakfield, Dunchurch, Studley and Riversley-Our Lady of the Angels) and solutions would be explored with the schools during the formal expression of interest stage. Depending on the future use of the surplus sites there is a risk that the clawback provisions of the original grant funding agreement could apply and we will seek to mitigate this by encouraging the delivery of services that would meet DFE criteria in relation to children and families and especially early years.

Transitional premises costs

- 7.30 As part of the redesign there are likely to be additional premises costs associated with the transition from the existing delivery model to the new delivery model. These may include legal expenses, the cost of any adaptation/refurbishment works and dilapidation costs. It is not possible to quantify these costs at this stage and a source of funding to meet such costs will need to be identified.

Legal Considerations

- 7.31 A Children's Centre is defined in the Childcare Act 2006 as a place or a group of places through which early childhood services are made available (either by providing the services on site, or by providing advice and assistance on gaining access to services elsewhere) and at which activities for young children are provided. It follows from the statutory definition of a Children's Centre that Children's Centres are as much about making appropriate and integrated services available, as it is about providing premises in particular geographical areas.

7.32 The sufficiency duty has been referenced earlier in this report. There is also a statutory duty to consult on any proposals to close Children's Centres or make any significant changes in the services provided by Children's Centres including any changes to the location of those services. No steps should be taken to implement any changes before the outcomes of the public consultation have been considered by the Cabinet. Any public consultation should comply with the following principles i.e.

- a) Consultation must take place when the proposal is still at a formative stage;
- b) Sufficient reasons must be put forward for the proposal to allow for intelligent consideration and response;
- c) Adequate time must be given for consideration and response;
- d) The product of consultation must be conscientiously taken into account.

7.33 In considering proposals for the future of Children's Centres the local authority must also have due regard to the statutory guidance (Sure Start Children's Centres Statutory Guidance) published by the Department of Education in April 2013. Compelling reasons are required to justify a departure from statutory guidance. The statutory guidance requires local authorities to:

- ensure that a network of Children's Centres is accessible to all families with young children in their area;
- ensure that Children's Centres and their services are within reasonable reach of all families with young children in urban and rural areas, taking into account distance and availability of transport;
- together with local commissioners of health services and employment services, consider how best to ensure that the families who need services can be supported to access them;
- target Children's Centres services at young children and families in the area who are at risk of poor outcomes through, for example, effective outreach services, based on the analysis of local need;
- demonstrate that all children and families can be reached effectively;
- ensure that opening times and availability of services meet the needs of families in their area;
- not close an existing Children's Centre site in any reorganisation of provision unless they can demonstrate that, where they decide to close a Children's Centre site, the outcomes for children, particularly the most disadvantaged, would not be adversely affected and will not compromise the duty to have sufficient Children's Centres to meet local need. The starting point should therefore be a presumption against the closure of Children's Centres;
- take into account the views of local families and communities in deciding what is sufficient children's centre provision;
- take account of families crossing local authority borders to use Children's Centres in their authority. Families and carers are free to access early childhood services where it suits them best; and
- take into account wider duties under section 17 of the Children Act 1989 i.e. to safeguard and promote the welfare of children within their area who are in need; and so far as is consistent with that duty, to promote the upbringing of such children by their families, by providing a range and level of services

appropriate to those children's needs.

- 7.34 In determining the best arrangements locally to meet local needs, value for money and the ability to improve outcomes for all children and families, especially families in greatest need of support, should be important guiding considerations.
- 7.35 In addition to its specific duties under the above Acts the Council has a continuing duty under the Equality Act 2010 when exercising its functions to have due regard to the need to (a) eliminate discrimination, harassment and victimisation, and other prohibited conduct (b) advance equality of opportunity and (c) foster good relations. The Equality Impact Assessment for the service is attached as Appendix 3. Members attention is directed to that assessment and the proposed action plan to mitigate adverse impacts. The action plan will be incorporated within the overall plan for implementation.

Early Years

- 7.36 The Council has a statutory duty to secure sufficient high quality early education and childcare places for children aged 0 – 14 (or up to 18 for disabled children). The duty has been extended from September 2017 to include an entitlement to 30 hours ‘free’ childcare per week for 3 and 4 year olds in working families, instead of the previous universal entitlement to 15 hours per week (which remains in place for other families).
- 7.37 The new entitlement means that we will need childcare providers to increase their capacity significantly. We estimate that an additional 2,000 childcare places will be needed. Some places will be created by schools, but the majority are expected to be created by private, voluntary and independent (PVI) providers. In Warwickshire, these contribute about 80% of our early years’ places. It is important that we align this policy change, and the requirement to expand, with the transformation of wider 0 – 5 services. Consideration also needs to be given to the provision of funded early learning places for disadvantaged 2 year olds (2HELP) which, although not originally part of Children Centre provision, was included within the contract in 2014. The proposal is that future 2HELP provision is delivered by the PVI sector where the majority of 2HELP provision is already being delivered. Those places currently provided in several Children’s Centres will continue to do so till the end of the academic year. During that period we will work with the PVI sector to minimise any impact on the Council’s ability to meet its statutory childcare sufficiency duty.
- 7.38 Detailed sufficiency work is being undertaken on gap areas, and we expect to consider where we can use the opportunities presented by this service re-design to expand early years’ provision and meet our statutory childcare sufficiency duties. This could involve working alongside PVI providers, or working with schools where expansion is required. This also provides an opportunity to mitigate the clawback implications for the surplus children’s

centre buildings.

Public Health

7.39 The procurement process for 0-5 Public Health Services commenced in May 2017 using a competitive dialogue approach. The plan is to award the new contract by December and for the new provider to take over the delivery of the service from 1st April 2018. This creates an opportunity to:

- Share with providers our ambitions around the programme of 0-5 redesign work described in this document as they develop throughout the procurement process.
- Work with providers to shape the model together to ensure a fit for purpose offer.
- Consult publicly on provider models and possible changes to service delivery in order to inform the final model.
- Transition into the new integrated model in a timely and more efficient manner.

Commissioning

7.40 We will work with the providers to agree a smooth and timely transition to Children and Family Centres based on the needs within the community. This will ensure a managed reduction in children's centres alongside the capacity building and promotion of the community-based offer and the transfer of family support staff to the WCC one team model as it embeds across the county as part of the transition programme. Specifically support will include:

- a) Supporting negotiations with all current providers to extend contracts whilst making the required savings and incrementally transforming the model to the 14 Children and Family Centres model.
- b) Underpinning these arrangements with clear variation to contract agreements which state the agreed changes, reduction in budgets and associated milestones.
- c) Continuing to monitor and QA contractual arrangements during contract extension.
- d) Tendering for the agreed outsourced elements of the new service model in readiness for the end of the transitional period.
- e) Supporting the management of the change in contract arrangements – decommissioning/ transition support etc.

8.0 Risks and Mitigation

8.1 In terms of risks, associated with the proposed approach key risks relate to

- a) Provider Engagement
- b) Financial
- c) Property

d) Clawback

- 8.2 The proposed approach is dependant upon the agreement of an extension to contract by the current Providers within the context of the reduced financial envelope and an agreed process for transition. The first risk relates to reaching an agreement particularly with those providers (St Michael's and Stockingford) who did not propose transitional arrangements. The second risk is that if agreement is reached that the savings are not implemented during the transition period.
- 8.3 To mitigate against this we will work with providers at the earliest opportunity following the Cabinet decision to agree transitional arrangements and where barriers have been identified to work towards constructive solutions. In the case of our main providers (Barnardos and Parenting Project) we are confident of achieving this on the basis that formal submissions have been received from them suggesting the model and that the Providers worked with the County Council in 2014 to achieve the last set of reductions in budget. We also hope, during the transitionary process to work closely with the Providers to ensure appropriate milestones and requirements are met and that risks where required are escalated and appropriate remedial action is identified and implemented.
- 8.4 In terms of financial risks (savings not being met), the proposed approach of seeking transitional arrangements with Providers seeks to mitigate this on the basis that if agreement is reached; savings are implementable from April 2018 onwards. This would not be the case if a decision was to move towards a newly commissioned model immediately.
- 8.5 In terms of property risks, whilst a number of properties involved in these proposals are owned by the Council, there are number which are owned by third parties and as such, we are reliant on agreements being reached for their continued use to enable the Children and Family services and the outreach arrangements to be delivered. There are also risks associated with the transfer of sites which are deemed to be surplus in that costs will be incurred with delays in transfer or failure to find interested parties as this will be dependent upon contractual negotiations and securing the right market response. Mitigation measures that have been put in place are initial expressions of interest that was undertaken during the consultation process which suggests that there is interest in the majority of our sites. A process for transferral and disposal will be implemented with a view to obtaining solutions for those sites not designated Children and Family Centres by the end of August 2018 to ensure that savings can be maximised at the earliest opportunity. The adoption of a Transferral of sites to Nursery Schools where applicable will also assist given that the proposal could be implemented from April 2018 onwards.
- 8.6 There is the potential risk of clawback (recovery of capital grant funding allocated to the Council for the original establishment of the children's centres) which presents a financial risk. These risks can be mitigated by retention of outreach provision or ensuring that future usage is focussed on early years

provision (e.g Nursery settings). This is supported from an analysis of comparative authorities who have redesigned their 0-5 services and by national evidence where the incidence of clawback is not proportionate with the number of Children’s Centres that have closed. Furthermore during the implementation phase close collaboration with DFE is envisaged on a site by site basis to ensure that such risks are addressed.

8.7 Implementation of the proposals is inevitably a complex matter as there are a number of dependencies and the proposals involve negotiations and agreements being reached with third parties (whether related to service provision or property matters). As part of a robust project management procedures, these risks will be kept under review during the implementation phase and mitigation steps will be taken wherever possible.

9.0 Appendices

- 1-Consultation Analysis (Executive Summary, Quantitative and Qualitative)
- 2-Service Offer and Delivery Model
- 3-Equality Impact Assessment

10.0 Background papers

- Cabinet Report (15th June 2017)
- Barnardo’s ‘Reimagining Our Children Centres’ Project
- Smart Start Strategy & Research 2015-2016
- 0-5 Strategic Needs Assessment 2016
- Helping Vulnerable Children Strategic Needs Assessment 2015
- Warwickshire Public Transport Map 2017
- DFE Sure Start Children’s Statutory Guidance (2013)

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Warwickshire Children



Putting children at the heart of all we do.

What Warwickshire Told Us About the Family Hubs Proposal 2017 – Executive Summary





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Key findings

Consultation highlighted that the top 10 services which should be provided locally are: Health Visiting, health and wellbeing services, stay and play, family support and advice, early learning, access to support for families with special educational needs & disability (SEND), speech, language and communication advice and support, access to mental health support for children and adults, parental support and education, and parenting courses.

The proposed number and location of the Family Hubs dominated people's opinions of the consultation proposal. Across all Districts and Boroughs there was strong opposition to the number and location of proposed hubs in their area, with the highest level of disagreement in Stratford-on-Avon District, with a single hub proposed in Alcester, followed by Warwick District, most notably because of an absence of a hub in Kenilworth. The idea of Family Hubs was more favourable to those with older children, those who do not use Children's Centres and those who would find it more convenient if services were all in one place. When the idea of Family Hubs was explained in more detail during face to face opportunities, the idea was received more positively, with comments that the consultation document could have been clearer on that aspect.

Whilst, understandably, the majority of people wanted the Children's Centres to remain as they are, suggestions for alternative uses included stay and play, sharing the building with other services, hiring out the building for other uses and using the building for a nursery or playgroup.

There are many positive aspects about Children's Centres and how they meet the needs of their users. Venues used in the future to deliver services for children and families from should be safe and welcoming, have suitable facilities and resources, and be easily accessed by the local community. Concerns raised by few individuals at public consultation events that venues linked to religious organisations would be off-putting to many Children's Centre users were not borne out in the comments made in the online survey.

Delivering services for children and families close to home is essential to the vast majority of people. The 'local' element of service delivery is important for access reasons.

Volunteers should not replace trained professionals and quality differences in service delivery can be picked up by those users of the services. Appropriate use of volunteers to help them increase their skills should be complemented by supportive trained staff.

The top 10 services which were most important to provide locally at outreach sites were: Health Visiting, stay and play, family support and advice, health and wellbeing services, access to mental health support for children and adults, parenting courses, early learning, speech, language and communication advice and support, access to support for families with special educational needs & disability (SEND), parental support and education.

Many people are passionate about keeping Children's Centres as they are, with safeguarding at the heart. To the majority of people responding to the consultation, the value of the staff and the importance of Children's Centres is clear. Widening the age range of who can access Family Hubs should not come at the expense of supporting the 0-5s.



The two Kenilworth Children’s Centres were over represented in the online survey which means findings for Warwick District overall would have been skewed unless questions are also analysed by users and non-users of the two Centres, otherwise the opinions of those in Warwick and Leamington could be overlooked.

In respect of the consultation process there was a feeling that the timing of the consultation over the summer holidays was a barrier to participation. There were also references made to the complexity of the online questionnaire, the ‘timing out’ security feature which hindered completion over an extended period of time and the confusion created by the Cabinet report and consultation document. Steps were taken to mitigate these concerns including paper questionnaires being widely distributed, encouraging submissions via email and at face to face opportunities, as well as the efforts of transformation team members to speak to as many people as possible face to face, via email or on the phone to clear up any confusion. The Consultation Institute has provided support, advice and guidance throughout the process and its representative endorses the efforts which were made to make the consultation process as inclusive as possible.

For further details on the findings in this executive summary please read the full reports called:

What Warwickshire Told Us About the Family Hubs Proposal 2017 – Online Survey Report

What Warwickshire Told Us About the Family Hubs Proposal 2017 – Comments and Suggestions Report



Why a consultation was necessary

On 2nd February 2017, Warwickshire County Council approved its One Organisational Plan (2017-2020) which sets out the corporate direction over the next three years. At the same time the budget was also agreed which requires a saving of £1,120,000 million to be made to the Children's Centres budget from 1st April 2018. The County Council has a duty under the Childcare Act 2006 to consult before significantly changing or closing Children's Centres, and to secure sufficient provision to meet local need so far as is reasonably practicable. Therefore it was necessary to hold a consultation on how the remaining £3.7 million should be spent. Whether or not the cuts should happen was not part of what was being consulted on as the decision had already been made in February. There were two areas of focus for the consultation:

1. To consult on the introduction of a Family Hub model (changing)
2. To consult on the potential closure of the remaining centres (closing)

How the consultation was carried out

Timing

The consultation period ran from midday Thursday 29th June to midnight on Monday 11th September 2017. This covered 4 weeks prior to the Warwickshire school summer holiday, which began on 24th July until 1st September 2017, and 1 week subsequent to the break. It commenced 3 weeks after the General Election date of 8th June and 8 weeks after the local election date of 4th May 2017. The online survey was launched at midday on Thursday 29th June and closed at midnight on Monday 11th September. The survey was hosted by SurveyMonkey and was the primary consultation method. No personal data was collected and the postcode question was optional. For a visual representation of where people who took part in the survey live (overlaid with face to face consultation locations and vulnerability factors) please see [Appendix A](#). The consultation was publicised across a number of channels which can be found in [Appendix B](#)

Responses

A total number of 1,558 respondents shared their opinion on one or more questions in the online survey. This number does not include those who only provided answers for the first 6 demographic questions and did not share their opinions on any of the proposal related questions e.g. what services are required (Q7) or what their opinion is of Family Hubs (Q8). 153 paper questionnaires were returned and these are included in the total figures (10% of the total sample). Paper questionnaires were available at the public consultation events, were distributed to Children's Centres to be handed out to those unable to complete the online survey, on request via the dedicated phone line and in Warwick library. All Children's Centre managers were sent an electronic version and some chose to print off more copies for parents. Incomplete questionnaires were included in the analysis, as long as at least Q7 or Q8 was answered. Paper questionnaires were entered into SurveyMonkey and have been included in 'online survey' figures.



Comments

There were a number of opportunities throughout the survey where respondents could provide their comments in their own words, also known as qualitative data. This was supplemented with 95 face to face opportunities across the county where Children's Transformation colleagues spoke to parents, grandparents, carers, staff and members of the public to have an input into the consultation. These mainly covered the period of 29th June to 11th September 2017, with some before and after to ensure those with scheduled meetings were able to formally input into the consultation. There were some very marked differences between districts and boroughs as well as some similar themes.

Reach

As people engaged with the consultation in more than one way it is not possible to provide a total number of people who engaged through these methods but a conservative estimate would be in excess of 5000. Further details of all the engagement methods used and total number of respondents per consultation and engagement method are set out in [Appendix 1](#)

Considerable steps were taken to engage with hard to reach families, including those who currently do not access children's centres, Black and Minority Ethnic (BME) communities and those whose first language is not English. Examples of activity include:

- The online webpage on Ask Warwickshire had a Google Translate option embedded into it so it could be translated into over 100 languages.
- Interpreters were provided at requested drop ins at Children's Centres. Two of those attending numerous drop ins around the county were fluent in non-English languages; one speaks Punjabi and one speaks Polish and Russian.
- Partner organisations working with minority communities publicised the consultation on the County Council's behalf.
- People were invited to send emails in their native language if they did not feel comfortable completing the online survey.
- A Google Hangout or face to face meeting was offered to a disabled parent, in response to a request by a children's centre staff member.
- An online focus group took place in the evening to open up access to those unable to attend face to face meetings.
- Drop ins were arranged at non-Children's Centre groups to access non-users of the Children's Centres.
- Paper questionnaires were printed and distributed across the county through the Children's Centres, public consultation events and libraries, accompanied by a freepost envelope to eliminate a cost barrier to participation.
- A phone line, manned five days a week, was dedicated to the consultation for people unable to use computers or complete a paper questionnaire and all responses were logged.

Every request for accessibility to the consultation was explored and responded to. The expected return rate by hard to reach families was monitored throughout the consultation period and efforts



made throughout this period to encourage uptake. As part of its feedback, the Consultation Institute indicated that, in their opinion, they were satisfied with the reach of the consultation.

Assurance

In terms of assurance that the process undertaken and methods used were fair and representative of the communities the project team wanted to reach, we have been and continue to work with the Consultation Institute along with the WCC Insight Service, the Strategic Consultation and Engagement Lead and Legal Services.

The data processing and coding of open ended verbatim comments from the survey was carried out by QPRMR, an independent company which is a member of the Market Research Society. The analysis of the quantitative, from the survey, and qualitative data, from the survey, face to face meetings and written submissions, was undertaken in close collaboration with the Insight Service with oversight from the Strategic Consultation and Engagement Lead.



What You Told Us in the Online Survey

Respondents' responses for each of the 28 questions were analysed (covering 15 demographic questions and 13 opinion based questions) and the key findings are shown in this executive summary. Please note the base size (n= ...) for each question differs depending on how many people answered the question. Incomplete questionnaires were included in the analysis, as long as at least Q7 or Q8 was answered. Paper questionnaires were entered into SurveyMonkey and have been included in 'online survey' figures.

What services people think should be provided in their local area

The top 10 services people said should be provided in their local area are in **Table 1** below.

Table 1 What services people think should be provided in their local area

	Yes
Health Visiting (n=1370)	94.2%
Health and Wellbeing Services for advice on a range of issues such as healthy eating, child development, oral health, safety, exercise, emotional wellbeing (n=1362)	92.1%
Stay and play (n=1381)	91.7%
Family support and advice (n=1368)	91.2%
Early learning (n=1354)	91.1%
Access to support for families with Special Educational Needs & Disability (SEND) (n=1362)	91.0%
Speech, language and communication advice and support (n=1361)	91.0%
Access to mental health support for children and adults (n=1360)	91.0%
Parental support and education (n=1359)	88.3%
Parenting courses (n=1347)	86.2%

Other suggestions included 7 respondents who said 'Other specified classes/groups for babies/children', 6 who said 'Antenatal support/classes', 4 who said 'Infant feeding/breast feeding support', 4 who said 'Nursery', 2 who said 'Occupational therapy (sensory/functional etc.)' and 2 respondents who said 'Domestic violence/victims of abuse support'.

There were clear differences between what those in the North and those in the South wanted, as well as differences between those with/without children, by age of child and by whether the child had additional needs or not. More details can be found in the reports titled 'What Warwickshire Told Us About the Family Hubs Proposal 2017 - Comments and Suggestions Report' and 'What Warwickshire Told Us About the Family Hubs Proposal 2017 - Online Survey Report'.



How people feel about the idea of Family Hubs

Seven in 10 respondents disagreed with the idea of Family Hubs. Respondents from all District and Boroughs disagreed with the idea but Stratford-on-Avon District (across the District) and Warwick District (driven by Kenilworth residents) had the strongest opposition to the idea.

The top three comments made at this question were:

- Concerns about distance to travel (no transport/car/need to walk) (347 people)
- Concerns that this proposal will not safeguard/support (vulnerable) children/families (234 people)
- Services/Centres/Hubs should be local (unspecified) (141people)

The primary reason respondents disagreed with the idea of Family Hubs is because of difficulties travelling to services. If the Family Hub model is to be implemented, it is important to consider the use of outreach services in local communities to strengthen Family Hub model and minimise the distance people will have to travel to receive services in the future.

Respondents were concerned about the proposed model leaving children and families unsafe or unsupported which reinforces how important supportive services are to people. Steps should be taken when implementing the revised model to ensure safeguarding is a top priority, alongside the delivery of valuable services for children, especially the under 5s.

The importance of Children's Centres was emphasised and a desire to not lose the local, quality service delivered through them. The need for services to be of good quality and local should be a key part of the revised model.

The main area where respondents had concerns about insufficiency was in Kenilworth, which was not proposed as a Family Hub. Consideration should be given as to how the needs of Kenilworth residents can be met in the revised model. During the consultation period, representatives from the community in Kenilworth came forward to offer their support to a community-run St John's centre. It may be necessary for the County Council to provide advice and guidance to communities who are willing to take over the running of their local centre.

Concerns were raised about Alcester as a Family Hub location, and in fact across Stratford-on-Avon District there were a number of localised concerns including Shipston, Southam, Wellesbourne and Lighthorne Heath. The revised model should pay due regard to these concerns and consider whether more Family Hubs should be situated in Stratford-on-Avon District. In those areas where the decision is not to locate a Family Hub, consideration should be given as to how the needs of those communities can be met, particularly in partnership with the communities themselves.

Non users of Children's Centre were statistically significantly more likely to agree with the idea of Family Hubs than user of Children's Centres (at 95% level of confidence).



How people feel about the number of Family Hubs proposed for each area

In each district / borough, more than four in ten respondents slightly, or strongly, disagreed with the proposed number of family hubs in the five areas. Again respondents from all District and Boroughs disagreed with the proposed number but Stratford-on-Avon District (across the District) then Warwick District (driven by Kenilworth residents) had the strongest opposition to the number in their area.

The top three comments made at this question were:

- Concerns about distance to travel (no transport/car/need to walk) (206 people)
- 12/the number of Family Hubs is not enough (150 people)
- Concerns that this proposal will not safeguard/support (vulnerable) children/families (121 people)

The concern is that if there are fewer Family Hubs than there are currently Children's Centres, people will have to travel further to receive services. This poses the question of whether the future model can either maintain or increase the number of locations from which services are delivered.

There is a strong objection to the proposal to have 12 Family Hubs when there are currently 39 Children's Centres. Serious consideration should be given to increasing this number, particularly in Stratford-on-Avon District where a single Hub in Alcester was most strongly contested. Statistically significantly¹ more people strongly disagreed with having three Family Hubs in Warwick District if they were a user of either of the two Kenilworth Children's Centres than if they were Warwick District residents but did not use either of the two Kenilworth Children's Centres. Almost 9 in 10 respondents who were users of either of the Kenilworth Children's Centres disagreed with the proposal to have three in their area, compared with two thirds of Warwick District residents who did not use those centres. This points to a strong desire for greater provision in Kenilworth than the proposed model suggested.

Fewer Children's Centres was regarded by consultation respondents as a reduction in support for vulnerable families, which may expose them to safeguarding issues if there is reduced contact with Children's Centre staff. With fewer Family Hubs it is important that the revised model seeks to minimise staff redundancies so that the trained professionals can carry out their support, advice and guidance from outreach sites, as well as the Family Hub sites. This will help to maximise vulnerable families' exposure to staff with the skills to help them and keep their families safe.

¹ Statistically significant at 95% level of confidence



The extent to which locations of Hubs meet needs

In each district / borough, at least four in ten respondents slightly, or strongly, disagreed with the proposed locations of family hubs in the five areas. It is important to note that for the majority of areas, one third of responses were indifferent.

As seen previously, the greatest disagreement was in Stratford-on-Avon District then Warwick District. Residents across Stratford-on-Avon District disagreed with locating their District hub in Alcester, particularly those at the geographical extremes of the area in Southam and Shipston.

Users of either of the two Kenilworth Children's Centres were statistically significantly² more likely to strongly disagree that the proposed locations of the three Family Hubs in Warwick District (Lillington, Sydenham and Westgate) met their needs than if they were Warwick District residents but did not use either of the two Kenilworth Children's Centres. Warwick District residents who were not Kenilworth Children's Centres users were significantly² more likely to agree that the proposed locations met their needs. Overall in Warwick District, 9 in 10 residents who used either of the Kenilworth Children's Centres disagreed that the locations of the proposed hubs in their area meets their needs compared with 6 in 10 residents who are not users of the Kenilworth centres.

The top five comments made at this question were:

- Concerns about distance to travel (no transport/car/need to walk) (269 people)
- Kenilworth area concerns/hub allocation insufficient (109 people)
- Concerns about locating a Family Hub in Alcester (specified) (72 people)
- Stratford-on-Avon area concerns/hub allocation insufficient (52 people)
- Concerns that people will be discouraged from using/won't be comfortable/won't attend (81 people)

The highest number of people had concerns about the distance they would have to travel to access services at Family Hubs which reiterates how important a sufficient outreach or spoke model will be to fill the gaps between Family Hubs.

There were specific concerns in a number of areas, with the Kenilworth area having the highest number of concerns that the hub allocation is insufficient. If the budget does not allow for a Family Hub in Kenilworth, siting a spoke or providing an outreach point in the town would provide a level of support to residents they don't feel they would be getting in the proposed model.

Imagining that the future model would include the introduction of a Family Hub type service offer, there was a large proportion of specific concerns about locating such a Family Hub in Alcester and more general opposition regarding insufficient hub allocation across the Stratford-on-Avon District. The new model needs to take into account both the resistance to siting Stratford District's Family Hub in Alcester, to match with the 'proof of concept' Community Hub opening there in Autumn 2017, and there only being one for the whole of the geographically largest District/Borough in Warwickshire. The decision to place a Community Hub in Alcester has been reached outside of this consultation process. 'Proof of concept' locations were based on a different set of requirements to

² Statistically significant at 95% level of confidence



those of Family Hubs. For more information on Let's Talk Community Hubs please contact Tejay De Kretser on tejaydekretser@warwickshire.gov.uk or (01926) 476860. Respondents to this consultation made it clear that they think there are greater needs in other towns in Stratford-on-Avon District and therefore more hubs in different towns to Alcester are needed. The new model should have regard to this strength of feeling.

If the locations do not meet people's needs there were concerns that people will be discouraged from using them, will not be comfortable attending and so will not attend. Throughout the consultation the focus was on preserving services over buildings but there was a clear voice that the buildings themselves are conducive to the service being delivered. In some areas there may be community venues which are suitable alternatives to the current Children's Centres but respondents who spoke at face to face opportunities felt strongly that due consideration should be given to the appropriate use of buildings for outreach services.



Alternative uses for Children's Centres

Respondents were asked what the centres not proposed to be converted into Family Hubs could be used for.

The top five suggestions were:

- The Children's Centres should stay as they are (keep them open) (453 people)
- Stay and Play (128 people)
- Suggest building is shared with other (non-profit) services/agencies (job search/CAB/food bank etc.) (122 people)
- Suggest the building could be hired out for other uses (Scouts/Brownies/parties/offices etc) (117 people)
- Use for nursery/playgroup (87 people)

Respondents were keen to emphasise that the Children's Centres should stay as they are. With a £1.12 million reduction in the budget this is not a viable option without a cut in service delivery from the centres. The previous Children's Centre consultation in 2013 saved £2.3 million whilst keeping all 39 centres open. At the face to face opportunities, this consultation uncovered a corresponding reduction in service levels, disproportionately in North Warwickshire Borough. A key element in the consultation proposal was a desire to prioritise services over buildings.

Maintaining the provision of stay and plays is a message which has been reiterated through the online survey and at face to face opportunities and the new model should pay due regard to its importance. Suggestions to share the buildings, hire them out or be used for nurseries/playgroups are options to be explored by the Transformation Team once a decision is made on the future model.

There were a high number of comments on this question which did not refer to alternative uses. The detail is available in the report titled 'What Warwickshire Told Us About the Family Hubs Proposal 2017 – Comments and Suggestions Report' but will not be discussed here as they do not add to the debate around alternative suggestions for use.



Current and future access to services

The majority (88%) of respondents currently access 'Children's Centres' and 94% would feel comfortable accessing these in the future. 17% of respondents would not feel comfortable accessing services for children and families at Family Hubs in the future. This compares with 20% who would not feel comfortable with leisure centres and 11% who would not feel comfortable accessing services for children and families at community centres in future. Furthermore, 2% of people would not feel comfortable accessing services from Children's Centres in the future.

The top three comments made (excluding those who say they do not use services for children and families) were:

- Other venues may not have suitable facilities/resources (27 people)
- Positive comment about using a Children's Centre (safe/welcoming/private/staff etc.) (26 people)
- Concerns/comment about accessing the venues (travel) (23 people)

People felt that Children's Centres were safe and welcoming and had concerns that other venues may not be as suitable for services for children and families to be delivered from. The new model should have regard to the outreach venues the current providers are already using and seek to maintain this supplementary network where the budget allows. The new venues need to be on a par in terms of transport accessibility as existing venues.

Those who say they do not use Children's Centres were more likely than users to say they would feel comfortable accessing services for children and families at Family Hubs, halls attached to other places of worship e.g. mosque, temple, libraries or leisure centres. There were no differences between users and non-users for community centres, village halls, church halls, hospitals or schools. Concerns were raised by a few individuals at public consultation events that venues linked to religious organisations would be off-putting to many Children's Centre users. These concerns were not borne out in the comments made in the online survey as only 12 people mentioned this.



Understanding more about what matters to people

The statements were as follows:

- Delivering services for children and families close to my home is essential to me (86.1% agree)
- I would be happy to access services for children and families from somewhere other than Children's Centres (62.7% agree)
- I would find it more convenient if services were all in one place (51.8%)
- I am aware of the range of services which are delivered by voluntary and community organisations within my local area (46.8%)
- I currently access services/ support (such as a parent and toddler group or an informal network of friends) which are delivered through a local voluntary or community group (46.2%)
- I am aware of the opportunities to volunteer my time to support the delivery of services in my local area (44.4%)

Although only 44.4% (620) of respondents said they would be 'happy' to access services for children and families from somewhere other than Children's Centres, the majority of respondents said they would be 'comfortable' receiving services at places such libraries (82%), GP practices (73%), village halls (74%) etc. as discovered in the question asking about future access to services.

The top four comments made (excluding those who are not personally service users) were as follows:

- Using volunteers is not acceptable/suitable/cannot replace trained professionals (needed) (54 people)
- Concerns about distance to travel (34 people)
- The Children's Centres are good/well used/needed/important (28 people)
- Children's Centres provide a quality service/better than when community run (poor) (27 people)

Respondents felt that the mention of volunteering in this question suggested that volunteers would be used instead of trained professional staff in the proposed model. The face to face discussions (verbatim comments can be found in Appendix C of the report called 'What Warwickshire Told Us About the Family Hubs Proposal 2017 – Comments and Suggestions Report') highlighted the importance of volunteers within the existing model and the new model should ensure there is an appropriate balance between providing worthwhile volunteering opportunities for parents and carers and ensuring there are sufficient trained professional staff to support them.

The comments in the online survey raised concerns about how far people would be expected to travel to receive services and comments were made about how important the current Children's Centres are and how their service quality is better than that of community run services. The new model should take note that people notice a difference in quality depending on the background and skills of those providing the service.



Service delivery at outreach sites

Respondents were asked to choose up to 10 services which were most important to provide locally at outreach sites (although some respondents ticked more which was accepted).

Table 2 Service delivery at outreach sites

	Percentage (%) of times chosen
Health Visiting	74.6%
Stay and play	74.5%
Family support and advice	66.9%
Health and Wellbeing Services for advice on a range of issues such as healthy eating, child development, oral health, safety, exercise, emotional wellbeing	61.5%
Access to mental health support for children and adults	58.7%
Parenting courses	56.9%
Early learning	56.8%
Speech, language and communication advice and support	56.0%
Access to support for families with Special Educational Needs & Disability (SEND)	54.3%
Parental support and education	51.1%

n=1394

Discounting general comments which did not directly relate to this question, there were four suggestions for services to be delivered at outreach sites:

- Breastfeeding support (4 people)
- Antenatal support (3 people)
- Good quality/supported play (3 people)
- Mother and Baby Groups/Courses (1 person)



Minimising negative impacts

Respondents were asked what else could be done to minimise any negative impacts of these proposals.

The top five suggestions were:

- The Children's Centres/services should stay as they are/ keep them open (or children/family will suffer) (167 people)
- Keep people informed of services provided/better advertising (not all on internet/via GP/health visitor/school etc.) (139 people)
- Need/keep (local/trained) staff (for face to face contact)(129 people)
- Concerns that this proposal will not safeguard (vulnerable) children/families (may be missed) (127 people)
- Services/Centres/Hubs should be local (unspecified) (121 people)

Keeping Children's Centres as they are would continue the current inequitable service from Children's Centres which respondents in North Warwickshire Borough reported during face to face opportunities, *'The centres were fantastic but not now'* (Parent, Coleshill).

There were high numbers of people who thought better communication would help minimise negative impacts and the new model should make communicating the new offer a core part of the implementation plan.

The value of trained staff and providing face to face contact, not just online help, was felt to be important. Whilst there are cost and efficiency benefits associated with online support, the new model should be mindful of when it is necessary to provide support, advice and guidance face to face.

Safeguarding should be at the heart of the new model to ensure all children in Warwickshire are safe.



Making the proposal a success

Leading on from the previous question, respondents were asked 'And what could be done to make it successful?'; 'it' referring to the proposal to create Family Hubs.

The top five suggestions (not including keeping them as they are) to make the proposal a success were:

- Keep people informed of services provided/better advertising (not all on internet/via GP/health visitor/school etc.) (127 people)
- Need/keep (local/trained) staff (for face to face contact)(114 people)
- Concerns about/improve access (unspecified) (77 people)
- Stupid idea/should not be allowed to happen (nothing would improve it) (76 people)
- Listen to comments/feedback/existing staff/the public/undertake more research (74 people)

Communication will be key to the success of the new model, in particular using a variety of different communication methods, not just online.

Prioritising the staff should continue to be an important factor in the new model to allow people to have face to face contact when needed.

There have been a number of criticisms of the original proposal that made people feel that services would be less accessible. The new model should listen to these concerns and ensure the outreach sites fill the gaps between Family Hubs to maintain or improve access to services.

76 people were unable to see any benefits resulting from the Family Hubs idea, believing it to be 'stupid' and 'should not be allowed to happen'. The Family Hubs model is one currently being successfully used in a large number of local authorities across the country. The Transformation Team has visited some of these local authorities to learn from them to improve how we might implement a similar model, adapted to meet the needs of Warwickshire's population.

A large number of submissions have been read by the consultation analysts and further research is planned with groups of parents/carers and staff to inform the new model's implementation.



Comments and suggestions

Respondents were asked if they had any other comments or suggestions in relation to the proposal and how we can continue to provide services for those aged 0-5 and their families.

The top five comments or suggestions in relation to the proposal and how we can continue to provide services for those aged 0-5 and their families were:

- The Children's Centres/services should stay as they are/ keep them open (or children/family will suffer) (160 people)
- Concerns that this proposal will not safeguard (vulnerable) children/families (may be missed) (107 people)
- Need/keep (local/trained) staff (for face to face contact)(93 people)
- The Children's Centres are good/well used/needed/important (82 people)
- Young children (0-5 years) will miss out/not receive (professional) attention/support required (74 people)

Respondents continued to feel passionate about keeping Children's Centres as they are, so as not to put vulnerable children at risk. The value of the staff and the importance of Children's Centres for respondents is clear to see from the responses. Concerns around 0-5 year olds missing out on professional support points to a requirement for the new model to ensure the needs of the youngest users of the hubs are not overlooked when the age range increases.



Children's Centre usage

85.6% stated they do use Children's Centres whilst 14.4% said they do not.

The top five Children's Centres used most in the last 12 months by respondents to the online survey were:

1. St John's Children's Centre (Kenilworth)
2. Kenilworth Children's Centre
3. Riversley Park Children's Centre
4. Stockingford Children's Centre
5. Camp Hill Children's Centre

The top five Children's Centres used least in the last 12 months by respondents to the online survey were:

1. Kingsbury Children's Centre
2. Coleshill Children's Centre
3. Wolston Children's Centre
4. Polesworth Children's Centre
5. Hillmorton Children's Centre

These figures are not representative of footfall data which shows the top five Centres by footfall are:

1. Stockingford Children's Centre
2. Lighthorne Children's Centre
3. St. Michaels Children's Centre
4. Atherstone Early Years Centre
5. Boughton Leigh Children's Centre



Summary of themes from face to face opportunities and written submissions.

The face to face opportunities covered the five Districts and Boroughs and their locations can be seen on the map in [Appendix A](#). There were 95 face to face opportunities and the detail can be found in the [Activity](#) table in [Appendix B](#). Notes were taken during or soon after the discussions and discussed between those carrying out the consultation to have an oversight of consistency of themes, or if new ones were emerging. Written submissions were sent directly to the Family Hubs inbox, as well as via councillors and staff both in email and letter form. Comments were also made on online petitions and these have also been summarised within this section. Online comments in the form of an online discussion, comments to the official consultation webpage and an independent Kenilworth survey were also considered.

A consistency of themes was found across the consultation with comments echoed at the numerous face to face engagement opportunities and written submissions, and these mirrored those seen in the online survey feedback. Whilst it is not possible to quantify the frequency or strength of feeling shared at the face to face opportunities in the same way as the online survey, there were differences in what respondents chose to focus on. For example, there were more comments about the staff and the personal support received than can be seen from the online survey. This might be expected given the majority of the face to face opportunities took place in Children's Centres. A summary of the key themes uncovered outside of the online survey can be found below. More detail and supporting comments can be found in [Appendix C](#).

Petitions

The exact wording of the 6 petitions can be found in [Appendix D](#). All of the petitions were against the proposal set out in the consultation document. In summary, Warwickshire County Council was asked to reconsider its plans, not to close Children's Centres, keep services as they are and reverse the cuts.

Service provision and impact

Keeping the Children's Centres as they are:

Users of Children's Centres were keen to emphasise their wish to have the Centres remain as they are. Many of the comments focussed on the positive impact the services provided had made on their lives. It was highlighted that there is a need to ensure services that are retained are equal to, if not better than those already offered. The services need to be provided on a regular basis because it was felt to be hard to keep track of when sessions were on/not on. Consistency of staff was believed to build a rapport with parents and families. There is also a need to consider timeliness of services, opening hours and out of hours support.



The importance of local family support:

Ensuring the work that Early Years workers and Family Support workers do is maintained or improved so that the support and services they offer remain was important. There was praise for the support and advice offered by staff with local knowledge e.g. Children's Centres, Family Support workers telling parents new to the area or housed temporarily e.g. in B&B, about services. If the Centre was not there these residents may never hear about what help and support is out there for them. Centres provide a 'lifeline' for their users.

Impact on mental wellbeing and reducing social isolation::

Concern was expressed over waiting times for mental health services (considered too long) and Children's Centres workers and other professionals helping to fill the gap. There were also concerns regarding the impact of removing and/or changing services at Children's Centres and the effect this will have on parents' mental health and wellbeing. There is also the concern that social networks and opportunities for contact will be lost.

Proposed change age range:

Concerns were raised that by extending the age range to 0-19/25, the services for under 5s will be diluted. Ensuring service provision is age appropriate and need to reassure people that all age ranges will get a good offer was seen as important. There was support for extended age range for and an acknowledgment of a need for services for over 5s as if you have a child under 5 and a child over 5 it is difficult to access services at the same time. There was a recognition that a need for support for parents doesn't stop when the child turns 5.

Professional staff appropriately supporting volunteers:

Parents valued the training and experience of staff as well as their local knowledge and not wanting to see this replaced by volunteers. It was important to consider safeguarding issues, training, experience and reliability. The difference between the sort of service and staff available at Children's Centres and community run facilities was highlighted. The latter has important role to play but does not replace quality etc. provided by Children's Centres.

Additional burden/impact on other services:

It was thought that removing services from Children's Centres may impact on the remaining (NHS) services and increase the burden on them e.g. GP rather than Family Support Worker.

Sufficiency of nursery provision and school readiness:

There were concerns over the loss of nursery provision in some areas, particularly 2Help in Lillington and Nuneaton & Bedworth, and the knock on effect to school readiness. People wanted reassurance that the County Council is committed to ensuring childcare sufficiency in any areas where the nursery places will be lost.



Service users and access

Understanding needs:

It was highlighted that needs differ by area and vulnerability cannot be solely based on postcode. 'Vulnerable' was seen as a pejorative term. 'Families dealing with significant challenges' was proposed as an alternative. It was seen as important that those classed as 'not deprived' or who come from affluent areas are catered for; they still have issues. Multiple categories of need should be considered, as well as deprivation.

Rural access to services:

The distance to proposed Family Hubs is not feasible for those without cars or those living in rural areas, predominantly mentioned in North Warwickshire Borough and Stratford District. A locally based outreach site or spoke is important to meet access needs. North Warwickshire respondents are already receiving reduced access to local services due to shorter opening hours than those found in the rest of the county so many are currently having to access Atherstone as their 'Hub' at the moment. Respondents to the consultation in Shipston, Southam, Wellesbourne and Lighthorne Heath made cases for geographical provision in their areas, to supplement the proposed Alcester Hub, as well as the majority of the District's respondents proposing a centrally accessible Hub in Stratford town. Long Lawford in Rugby Borough was proposed as an alternative to Oakfield to facilitate rural access in the west of the Borough.

Online support is not always appropriate:

There was concern over too much 'help' being via the web & whether this is a safeguarding concern, will people misdiagnose? The importance of face to face communication for certain situations or certain groups of people facing challenges was highlighted. It was felt there was a need to ensure access to ICT and help to use the systems. However, there were also representations that for some people or circumstances online support may be more helpful.

Relationship building:

At present Family Support workers go out to families, build up a rapport and then the families begin to engage with services and start attending Centres. It was felt there was a need to ensure this is maintained. Relationships are then built between parents to create a peer support network and the children learn to socialise amongst themselves. Parents new to 'the area' find local children's centres a useful way of integrating into the community and gaining further knowledge of other services in the area.

First point of contact to report difficulties:

Concern was raised over what will happen to people (for example vulnerable women) who use the Children's Centre as a first point of contact to report issues such as domestic abuse. One example is the Asian community accessing a Nuneaton & Bedworth Borough Children's



Centre. There has been an increase in reporting of domestic violence within this group, with the children's centres being considered a safe first point of contact and support.

Special Educational Needs and Disability (SEND) support:

Current support for SEND in certain centres was highlighted as a positive which should be maintained. Of particular note was the support received from Riversley Children's Centre by Square Peg, a volunteer-led stay and play service for families with children with additional needs, and Kingsway Children's Centre's weekly group for children with developmental delay.

Language barrier for services:

Concerns were raised over how families would be supported if their first language was not English. Families new to the country, or area, felt the Children's Centres played an important role in facilitating access to wider services in the area, through their staff who spoke a variety of languages. Community groups were also doing this alongside Centres.

Location & Type of Building

- Riversley Park was preferred as a Hub site to Abbey – particularly for its SEND support
- Kingsway was preferred as a Hub site to Sydenham – particularly due to its size/layout, location in an area of need and the potential for alternative community outreach sites in relation to Sydenham, for example the SYDNI Centre.
- Long Lawford in Rugby Borough was preferred to Oakfield to facilitate rural access in the west of the Borough.
- Kenilworth, Shipston and Southam residents indicated existing levels of perinatal mental health support were helping reduce the demand on specialist services.

Transport access barrier:

It was felt there should be more consideration around location and accessibility of hubs and spokes due to high cost of public transport. Is there an opportunity to engage with WCC Transport? The difficulty of travelling with young children particularly on public transport (long distances) was highlighted. There were concerns over cost of staff travelling between outreach sites. Rurally dispersed areas such as North Warwickshire Borough and Stratford District make travelling long distances to the proposed Family Hubs time consuming and costly. The importance of locally provided services was highlighted to counter this issue. Logistics for Kenilworth residents getting to Lillington or Westgate were seen as impractical.

Alternative uses for non-Family Hub Children's Centres:

There was mostly support for range of activities primarily child/family/parenting focussed/venue hire/deliver training/adult education. There was concern that the voluntary sector/community will not 'pick up' the running of services.



Housing and population increases:

There are a number of significant housing projects underway or planned and there is predicted to be an increase in population in Warwickshire in future years, in particular this will increase the number of young families locally who will be accessing services. It was felt that there should be more consideration of areas of new build in regard to where to site a Hub.

Safety standards of buildings:

Concerns were raised over the standards and amenities of church/village halls and community centres. The buildings are not always suitable for under 5s. It may cost to adapt them and there would be a loss of specially equipped Children's Centre buildings.

Voluntary groups' access to venues:

It was highlighted that volunteer groups will lose suitable venues which are often for benefit of families with additional needs.

Safe space for services:

The consultation revealed that some parents feel uncomfortable about going into schools for services. Parents and carers require dedicated 'safe' spaces to access services, where supportive relationships can be developed. Confidentiality is a concern in community or non-purpose built buildings. Consistency of building service is being delivered from was also mentioned.

Disabled access:

There was concern over locations not being accessible to people with disabilities e.g. some sites can be inaccessible or are only partially accessible to wheelchair users.

General comments

Financial:

There was an understanding from many that the proposals are tied with the savings agreed by Council but questions raised include: Is there a mechanism to change the savings proposals? Can 0-5 funding be ring-fenced like the adults from Council Tax? Can money be taken from reserves and put back into the budget? There was a belief that there will be a negative financial benefit as there will be costs incurred with TUPE (Transfer of Undertakings (Protection of Employment)), redundancies, building closure, renovation of some buildings etc. Regarding the issue of in house or commissioned services, the question was raised: How can bringing all services in house be cheaper than commissioning them? Warwickshire County Council has previously positioned itself as a 'commissioning authority' and it was felt that the proposal does not reflect that stance. With respect to saving money now, it was felt to be a false economy taking money out of the budget only to have to spend the money in later life when the children develop issues which could have been picked up earlier. The point was made comparing the cost of supplying services early in life versus cost of services in social care later in child's life.



Consultation process concerns:

Concerns were raised over the consultation process, methodology, evidence base, timing and representativeness. The timing of the consultation, after County Council and general elections, and coinciding with the summer holiday period was felt to have impeded some people's ability to engage with the consultation. The online survey was felt to be too complicated for some people to complete and there were also issues with the security settings timing people out of the survey. Concerns were raised over how representative the responses had been from those who are most likely to be in need of services. There was feedback that those undertaking the consultation face to face opportunities were not writing down everything that was being said to them. Questions were raised over the experience of those undertaking the consultation to perform their activities with the required skill.



Summary profile of who completed the online survey

72.2% were parents/grandparents/
carers

23.5% considered themselves
professionals

25 responses from people
associated with Children's Centre
Advisory Boards

79.3% have children or caring
responsibility for children

10.5% do not have children or
caring responsibility for children

7.8% were responding on behalf of
an organisation

23.9% described having one or
more children as having health or
development needs that require
additional support

70.6% do not have any children who
have health or development needs
that require additional support

11.1% were male vs 49.4%
proportion of Warwickshire
population

88.6% were female vs 50.6%
proportion of Warwickshire
population

36.6% from Warwick District vs
25.2% proportion of Warwickshire population

23.2% Stratford-on Avon District vs
22.0% proportion of Warwickshire population

22.0% Nuneaton & Bedworth Borough vs
22.8% proportion of Warwickshire population

11.6% Rugby Borough vs
18.6% proportion of Warwickshire population

7.6% North Warwickshire Borough vs
11.4% proportion of Warwickshire population

29.0% had a 0-12 month old

22.7% had a 1 year old

23.6% had a 2 year old

19.4% had a 3 year old

16.5% had a 4 year old

32.6% had a 5-11 year old

13.3% had a 12-16 year old

4.4% had a 17-18 year old

3.5% had a child 19 years old and over

0.1% were aged under 18

15.6% were 18 – 29 years old

60.4% were 30 – 44 years old

16.5% were 45 – 59 years old

6.9% were 60 – 74 years old

0.5% were aged 70+



92.0% did not have a long standing illness or disability

8.0% have a long standing illness or disability vs 7.7% proportion of Warwickshire population declaring that their day to day activities are limited a lot by a long term health problem or disability

46.8% stated their religion as 'Christian' vs 64.5% proportion of Warwickshire population

36.7% stated 'None' vs 30.9% proportion of Warwickshire population (no religion or none stated)

31.2% stated they were an employee in full-time job

31.6% stated they were an employee in part-time job

16.0% stated they were looking after the home or family

93.3% were 'White' ethnicity vs 94% proportion of Warwickshire population

5.4% were BME (Black Minority Ethnic groups) vs 6% proportion of Warwickshire population

87.7% stated they were heterosexual or straight

0.8% stated they were bisexual

0.5% stated they were gay or lesbian

36.0% were living comfortably on current income

38.5% were coping on current income

12.9% were finding it difficult on current income

4.2% were finding it very difficult on current income

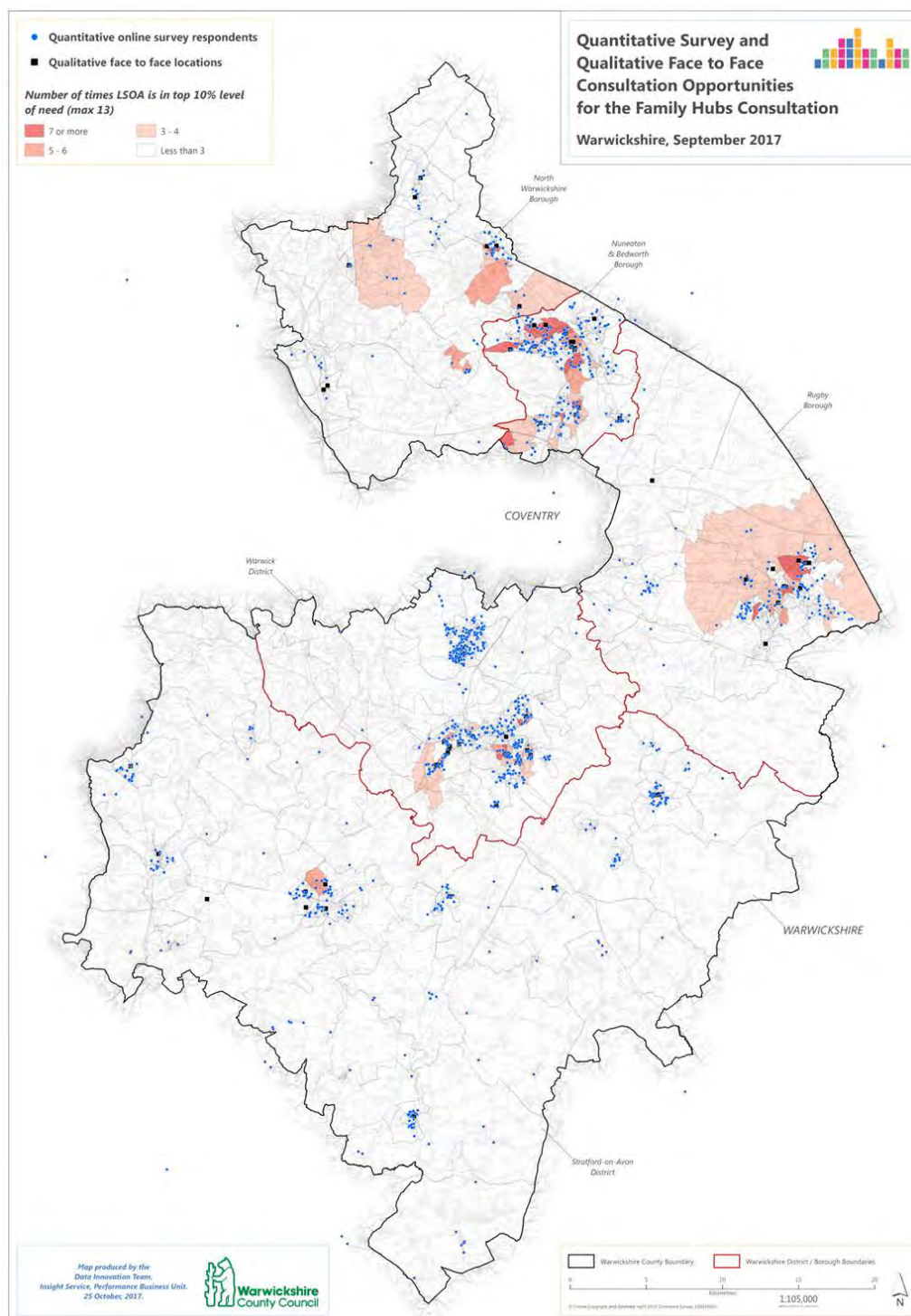
40.2% stated it was easy to answer the questions

29.7% stated it was neither difficult nor easy to answer the questions

30.1% stated it was difficult to answer the questions



APPENDIX A – Map 1 Locations of online and face to face respondents and multiple needs categories³



³ Total number of children aged 0 to 4 resident in each area, number of vulnerable families (child in need or Priority Family), % of eligible children achieving a Good Level of Development (school readiness), % of children living in low income households, % of primary phase children with Education, Health & Care Plans, total number of unplanned / A&E admissions, all ages, 2016/17, number of children looked after, based on originating postcode, number of children looked after aged 0-4, based on originating postcode, Number of children looked after aged 5+, based on originating postcode, Number of children subject to a Child Protection Plan, based on originating address, Number of Early Help Single Assessments initiated during 2016/17, Income Deprivation Affecting Children Index (IDACI) based on the proportion of all children aged 0-15 living in income deprived families, % of households with no access to a car or van.



APPENDIX B – Publicising of the consultation

<u>Channel</u>	Detail
External	
Ask Warwickshire	Dedicated consultation webpage regularly updated throughout the consultation period
Email	See email distribution list
Social Media	<p><u>WCC channels</u> FIS Facebook FIS Twitter – 1067 followers Warwickshire County Council Facebook Warwickshire County Council Twitter - 3813 followers Smart Start Facebook Smart Start Twitter - 246 followers Public Health Twitter – 1341 followers Warwickshire Democracy Twitter – 723 followers</p> <p><u>External channels</u> Online focus group held with members of Save Warwickshire Children’s Centres Facebook group Mum Knows Best Warwickshire Facebook group c.4840 members</p>
Face to face	95 face to face opportunities including 12 public consultation events - see activity table below.
Newsletters	<p><u>WCC channels</u> HeadsUp – 250 Warwickshire schools Warwickshire Weekly News – 2100 subscribers (public and WCC staff) Family Information Service (FIS) – Warwickshire Families Your Warwickshire - MPs/key stakeholder - 381 Public Health Newsletter – 100 subscribers Re:Member – 59 Elected members</p> <p><u>Other channels</u> WCAVA – Grapevine – voluntary sector organisation distribution list Warwickshire Race Equality Partnership (WREP) now called Equality and Inclusion Partnership (EQUIP) - voluntary sector organisation distribution list</p>
Media relations	4 news releases 1 editor’s letter - Rugby Observer 11 media enquiries
WCC libraries	Paper questionnaires available at Warwick library. Completed paper questionnaires could be handed in at any county library.
Internal	
Intranet	Headline article on homepage
MD briefing	Joint Managing Director briefing to all staff



Email Distribution List

- Schools heads with a Children’s Centre on site
- Children’s Centre managers to distribute to their users
- Staff briefing note via the 4 Children’s Centre heads
- CEO Parenting Project and Barnado’s Assistant Director – Midlands South
- Schools, Private, voluntary and independent nurseries (PVI) and other interested parties
- Members ALL
- Special Educational Needs and Disability (SEND) networks
- Registered childcare providers
- Health visitors, midwifery and Family Nurse Partnership
- Public Health, Smart Start consultees and grant receivers
- Local area teams
- Warwickshire Community And Voluntary Action (WCAVA) circulation
- Clinical Commissioning Groups, GPs and Health & Wellbeing Board
- Warwickshire Police
- Intranet – Warwickshire County Council staff
- Family Information Service staff

<u>Activity</u>	Number of consultees
Online quantitative questionnaire of which paper questionnaires returned	1558 153
12 Public consultation events	300+
44 Informal drop ins at children’s centres, baby and toddler groups with translators	280
21 Councillor Morgan centre drop ins	80+
5 Advisory Board meetings	35
23 Other meetings	80+
Letters and 120 emails to councillors and family hubs inbox	150+
20 Phone calls to the consultation phone number	20
Focus groups - 1 face to face to with staff 1 online with parents, carers, staff etc	9 45
6 Staff engagement roadshows	150+
6 Signed petitions from various campaign groups - paper or online including comments	7083
1 online survey created by Kenilworth resident	102

Warwickshire Children

Putting children at the heart of all we do.

What Warwickshire Told Us About the Family Hubs Proposal 2017 – Online Survey Report





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Introduction

The online quantitative survey was launched at midday on Thursday 29th June and closed at midnight on Monday 11th September covering an 11 week period of consultation. The survey was hosted by SurveyMonkey and was the primary consultation method. A large number of qualitative submissions were also received and these are covered in the report entitled 'What Warwickshire Told Us About the Family Hubs Proposal 2017 – Comments and Suggestions Report'. No personal data was collected and the postcode question was optional. For a visual representation of where people who took part in the survey live (overlaid with face to face consultation locations and vulnerability factors) please see [Appendix A](#). The consultation was publicised across a number of channels which can be found in [Appendix B](#).

A total number of 1558 respondents shared their opinion on one or more questions in the questionnaire. This number does not include those who only provided answers for the first six demographic questions and did not share their opinions on any of the proposal related questions (n=681) e.g. what services are required (Q7.) or what their opinion is of Family Hubs (Q8.). 153 paper questionnaires were returned and these are included in the total 'online survey' figures (10% of the total sample). Paper questionnaires were available at the public consultation events, were distributed to Children's Centres to be handed out to those unable to complete the online survey, on request via the dedicated phone line and in Warwick library¹. All Children's Centre managers were sent an electronic version and some chose to print off more copies for their parents. Respondents' responses for each of the 28 questions have been analysed (covering 15 demographic questions and 13 opinion based questions) and the findings are shown in this report. Please note the base size for each question differs depending on how many people answered the question. Incomplete questionnaires were included in the analysis, as long as at least Q7 or Q8 was answered. Paper questionnaires were entered into SurveyMonkey and have been included in 'online survey' figures.

Warwickshire's estimated population mid-2016 (Office of National Statistics) is below:

Table 1 Warwickshire's estimated population mid-2016

	Age 0-2		Age 0-5		Age 0-19		Age 0-25	
	Count	%	Count	%	Count	%	Count	%
North Warwickshire Borough	1,928	3.1%	4,055	6.4%	13,599	21.5%	17,458	27.6%
Nuneaton & Bedworth Borough	4,753	3.7%	9,683	7.6%	30,154	23.7%	38,761	30.5%
Rugby Borough	3,830	3.7%	7,981	7.7%	25,531	24.6%	31,350	30.2%
Stratford-on-Avon District	3,431	2.8%	7,260	5.9%	25,556	20.9%	31,666	25.9%
Warwick District	4,436	3.2%	9,188	6.5%	30,714	21.9%	45,225	32.2%
Warwickshire	18,378	3.3%	38,167	6.9%	125,554	22.6%	164,460	29.5%

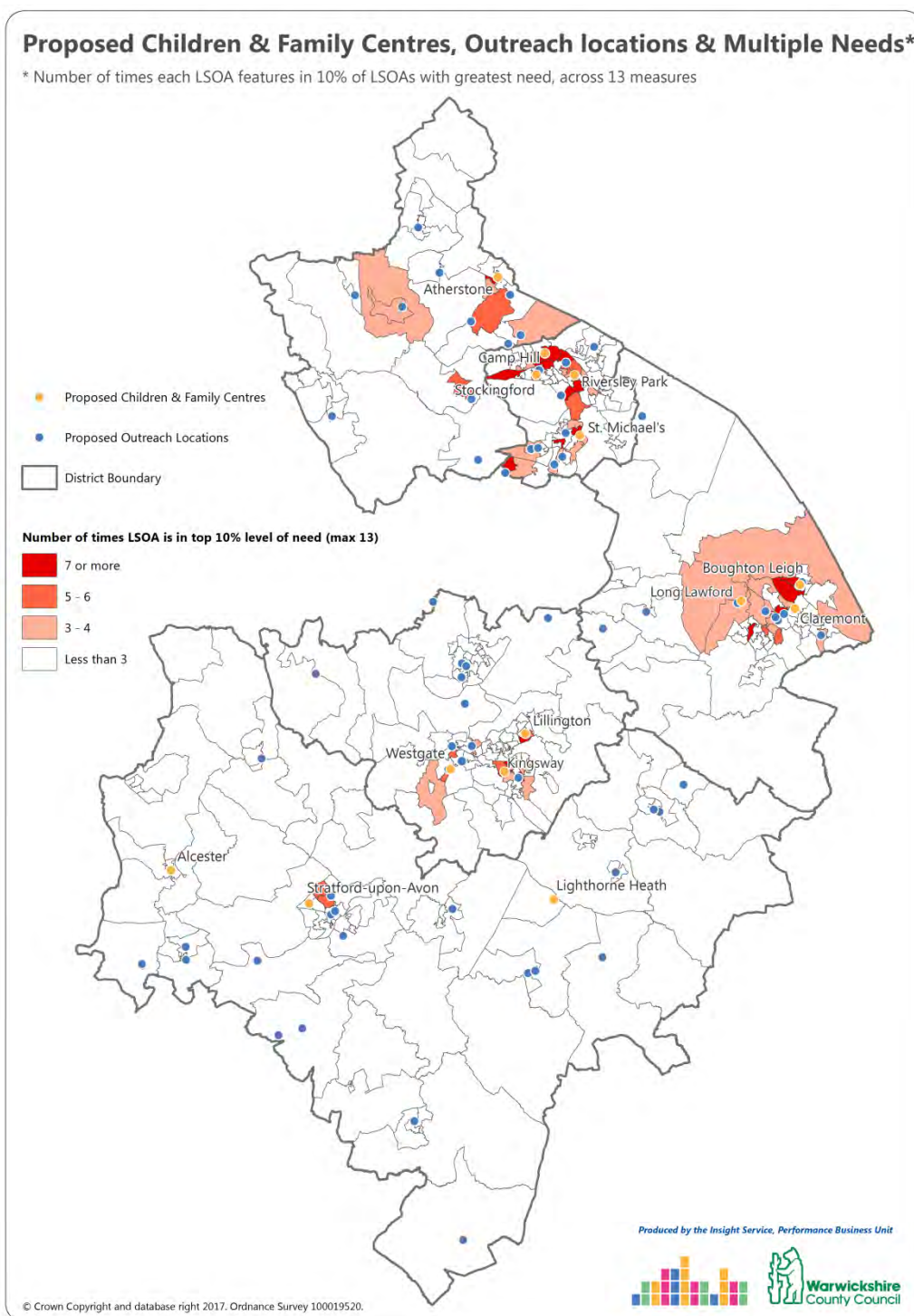
There are estimated to be approximately 38,000 0-5s residing in Warwickshire with Rugby Borough having the greatest proportion of its population in this age band and Stratford-on-Avon District having the smallest proportion. Please note age bands are cumulative.

¹ Local requests were made for paper copies to be available specifically at Warwick library.



Map 1 Proposed Children & Family Centres, Outreach Locations and Multiple Needs

This map overlays the new model's proposed Children & Family Centres, Outreach Locations (as set out in the '0-5 Redesign' Cabinet report of 9th November 2017) with multiple need categories.²



² Total number of children aged 0 to 4 resident in each area, number of vulnerable families (child in need or Priority Family), % of eligible children achieving a Good Level of Development (school readiness), % of children living in low income households, % of primary phase children with Education, Health & Care Plans, total number of unplanned / A&E admissions, all ages, 2016/17, number of children looked after, based on originating postcode, number of children looked after aged 0-4, based on originating postcode, Number of children looked after aged 5+, based on originating postcode, Number of children subject to a Child Protection Plan, based on originating address, Number of Early Help Single Assessments initiated during 2016/17, Income Deprivation Affecting Children Index (IDACI) based on the proportion of all children aged 0-15 living in income deprived families, % of households with no access to a car or van.



Feedback on the proposal

Service provision

To begin with, respondents were asked to consider what services relating to children and families are needed in their local area. This information can be used to indicate which services might be delivered through a Family Hub model. This question had a link to the consultation document for people to read before answering.

Q7. What services do you think need to be provided for children and families in your local area?

Ranked high to low on % who answered 'Yes'

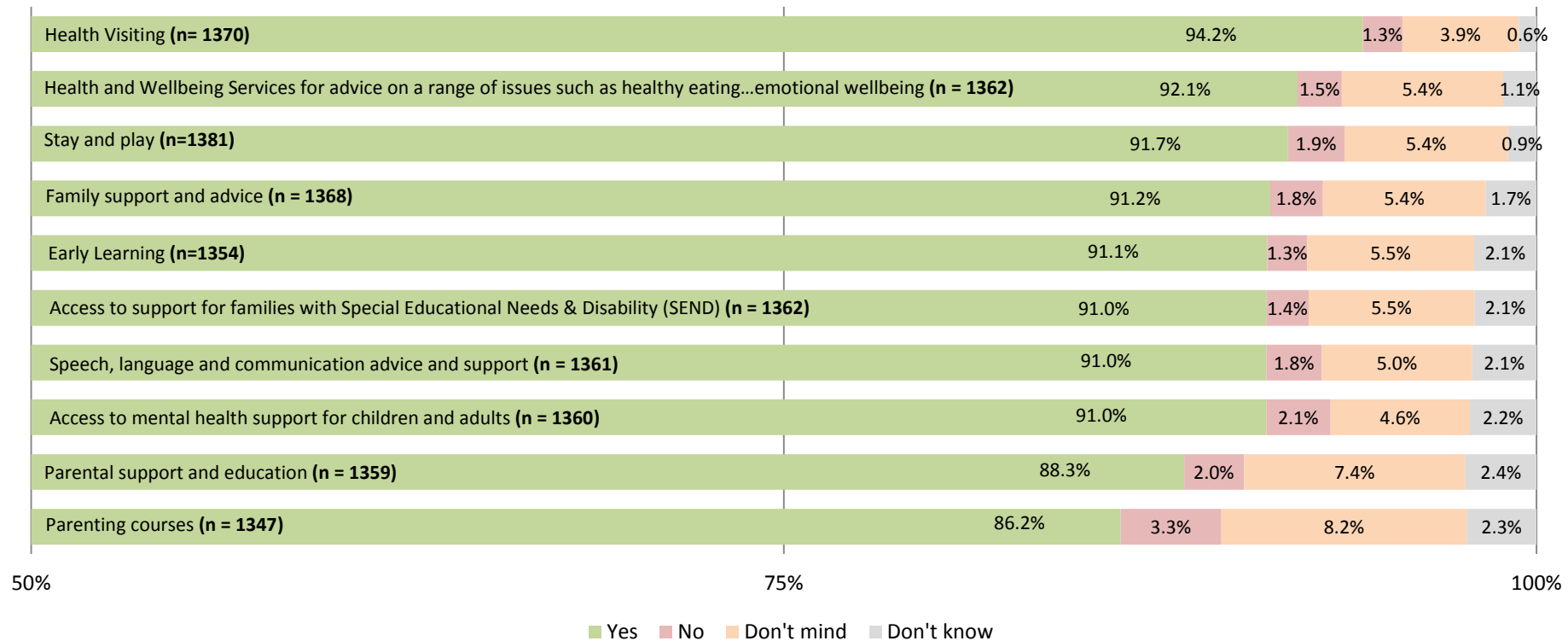


Chart 1 Service Provision above shows the top 10 services with the highest proportion of respondents who answered 'Yes' to needing that certain service for children and families in their local area. The highest proportion (94.2%) of respondents (1291) felt that 'Health Visiting' was a service which is needed, whilst the lowest proportion (51%) of respondents (664) felt that 'Income maximisation & budgeting' services were needed, which was still over half of respondents. Note: a different number of respondents answered each question; this baseline number can be found in **bold** next to the relevant service.



Other suggestions for service provision

- 7 respondents said 'Other specified classes/groups for babies/children'
- 6 said 'Antenatal support/classes'
- 4 said Infant feeding/breast feeding support
- 4 said 'Nursery'
- 2 said 'Occupational therapy (sensory/functional etc.)' and
- 2 respondents said 'Domestic violence/victims of abuse support'.

Warwickshire County Council commissions the school entry questionnaire, which is completed by parents of children about to start Reception. The question is asked: 'Where would you like to access health information?' The data for the last 2 years and the current year is as follows:

Table 2 Accessing health information

	2015-16	2016-17		2017-18
Total	1638	2684		2591
Children's Centres	17.6%	17.9%		18.7%
Health Centres/GP	33.6%	33.4%		24.5%
Schools	34.9%	34.8%		29.3%

Note: New options were added in 2017-18 and because respondents are asked to only choose one option the results are not directly comparable with previous years.

Table 2 shows parents choose to access health information from a range of places, with 19% choosing Children's Centres as their source and almost 30% choosing schools. Providing health information for over 5s as part of the new model could help meet these parents' requirements.

Table 3 Accessing health information – by geographical area

2017-18	Total	South ³	Central	North
Total	2591	594	1075	921
Schools	29.3%	29.6%	30.5%	27.7%
Health Centres/GP	24.5%	24.9%	25.9%	22.6%
Children's Centres	18.7%	19.4%	19.2%	17.7%
Nurseries	11.8%	13.8%	11.1%	11.5%
Libraries	10.9%	10.9%	11.3%	10.3%
Supermarkets	5.6%	5.2%	6.1%	5.2%
Community Centres	4.4%	2.2%	4.7%	5.4%
Other	2.1%	2.0%	1.9%	2.5%
Youth Centres	1.9%	1.3%	1.8%	2.4%

Table 3 shows the full range of choices from 2017-18. Parents in the South are least likely to source health information from a community centre.

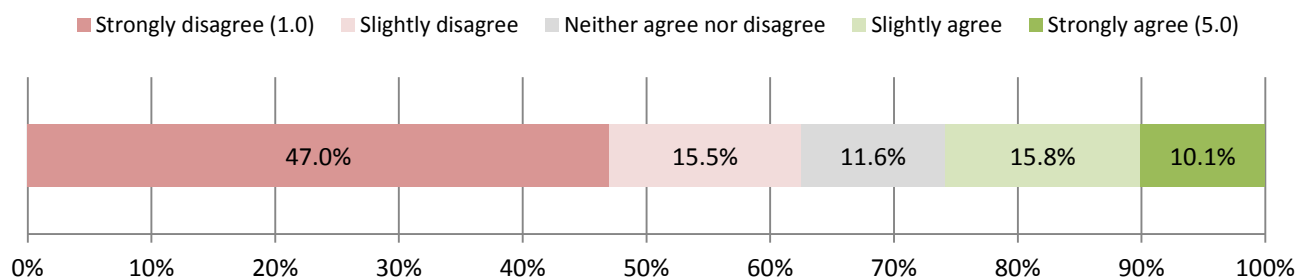
³ School Health and Wellbeing Service School Entry Questionnaire. North – Nuneaton, Bedworth, Atherstone and Keresley, South – Stratford, Kenilworth, Alcester. Shipston and Kineton, Central – Rugby, Leamington Spa, Warwick and Southam



Introducing the idea of Family Hubs

Just under half (47%) of respondents (732) strongly disagree with the idea of Family Hubs, whilst 10% (157) strongly agree. Overall, 63% of respondents disagree with the idea of Family Hubs to some degree, while 26% agree. Assigning a score of '5' to 'strongly agree' and a score of '1' to 'strongly disagree', the average score given by the 1558 respondents was 2.3, which falls in the 'Slightly disagree' category.

Chart 2 Family Hubs Idea

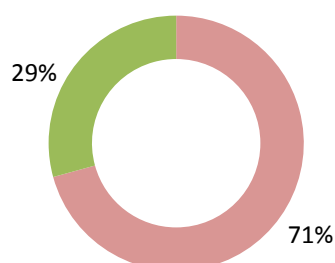


n = 1558 respondents

Chart 3 Family Hubs Idea Agree/Disagree

Q8) How much do you agree or disagree with the idea of creating Family Hubs?

■ Slightly, or strongly, disagree ■ Slightly, or strongly, agree



If the 181 (12%) who neither agreed nor disagreed with this idea are removed, then 71% (974) of respondents slightly, or strongly, disagreed whilst 29% (403) slightly, or strongly, agreed with the idea of creating Family Hubs.

n = 1377 respondents

Other comments on Family Hubs idea

The top three comments made at this question were:

- Concerns about distance to travel (no transport/car/need to walk) (347 people)
- Concerns that this proposal will not safeguard/support (vulnerable) children/families (234 people)
- Services/Centres/Hubs should be local (unspecified) (141 people)

For further analysis please see report called 'What Warwickshire Told Us About the Family Hubs Proposal 2017 – Comments and Suggestions Report'.



Table 4 Family Hubs Idea by District/Borough of residence

	Total	North Warwickshire Borough residents	Nuneaton & Bedworth Borough residents	Rugby Borough residents	Stratford on Avon District residents	Warwick District residents
Total (people who answered this question)	1558	119	342	180	362	570
Disagree	63%	52%	51%	64%	70%	68%
Strongly disagree	47%	41%	37%	43%	54%	53%
Slightly disagree	16%	11%	15%	22%	15%	15%
Neither agree nor disagree	12%	12%	12%	8%	12%	12%
Slightly agree	16%	14%	22%	18%	11%	14%
Strongly agree	10%	22%	15%	9%	7%	7%
Agree	26%	36%	37%	27%	19%	21%

* Respondents could choose more than one area for where they live, or work, hence individual area totals exceed total sample.

Lower than total sample levels of disagreement by 3% or more	Higher than total sample levels of disagreement by 3% or more	Higher than total sample levels of agreement by 3% or more	Lower than total sample levels of agreement by 3% or more
--------------------------------------------------------------	---------------------------------------------------------------	------------------------------------------------------------	-----------------------------------------------------------

There are marked differences in opinion between the North and South of the county. Whilst all areas of the county ultimately disagree with the idea of Family Hubs, in the North, respondents are less likely to disagree as strongly and more likely to agree strongly with the idea than those in the South, when compared with the total sample overall. The qualitative research gives us insight into why this might be. Fewer people in North Warwickshire talked passionately about the accessible, full range service Children’s Centres than those in the South. In North Warwickshire respondents believed there was room for improvement, and thought Family Hubs would benefit primary and teenaged children who they said were also experiencing a lack of services in their area. There was little criticism of the quality of provision; it was mostly focused on a lack of access either through opening hours or because they were not ‘vulnerable enough’ to qualify for support. In the South there was praise for a fully accessible, full range of services available in towns such as Shipston, Southam and Kenilworth.

Analysing the South further to understand what is driving the disagreement with the idea, the qualitative analysis in Stratford-on-Avon District points firmly to the proposed location of a single Family Hub in Alcester. This is both the proposal of a single Family Hub for the whole of Stratford District, in a geographically wide area, and the proposal to site that single hub in Alcester, which is not as easily accessible as one would be in Stratford town. Were a single hub to be proposed in Stratford town, access by residents at the extremities of Stratford-on-Avon District (Shipston and Southam for example) would still be lengthy and expensive.

In Warwick District, the qualitative analysis points to a strong disagreement from Kenilworth residents with the proposal not to site a Family Hub in their town. When looking at how users of either of the two Kenilworth Children’s Centres feel about the idea of Family Hubs, their level of



disagreement is **statistically significantly higher** (at 95% level of confidence) than that of Warwick District residents who do not use either of the two Children’s Centres in Kenilworth.

Table 5 Family Hubs Idea by Warwick District resident / user of either Kenilworth Children’s Centre

	Total	Warwick District resident <u>but not</u> Kenilworth Children’s Centre user	Warwick District resident <u>and user of</u> either of the Kenilworth Children’s Centres
Total (people who answered this question)	1558	244	194
Disagree	62.5%	63.5%	78.9%
Strongly disagree	47.0%	48.0%	63.4%
Slightly disagree	15.5%	15.6%	15.5%
Neither agree nor disagree	11.6%	12.7%	7.2%
Slightly agree	15.8%	15.6%	9.3%
Strongly agree	10.1%	8.2%	4.6%
Agree	25.9%	23.8%	13.9%

Lower than total sample levels of disagreement by 3% or more	Higher than total sample levels of disagreement by 3% or more	Higher than total sample levels of agreement by 3% or more	Lower than total sample levels of agreement by 3% or more
--------------------------------------------------------------	---------------------------------------------------------------	------------------------------------------------------------	-----------------------------------------------------------

Table 6 Family Hubs Idea by Usage of Children’s Centres

	Total	Usage of Children’s Centres	
		Yes use Children’s Centres	Do not use Children’s Centres
Total (people who answered this question)	1558	1144	193
Disagree	62.5%	65.1%	49.2%
Strongly disagree	47.0%	48.3%	37.8%
Slightly disagree	15.5%	16.8%	11.4%
Neither agree nor disagree	11.6%	10.5%	16.1%
Slightly agree	15.8%	15.5%	19.2%
Strongly agree	10.1%	8.9%	15.5%
Agree	25.9%	24.4%	34.7%

Statistically significantly higher than comparator group levels of disagreement at 95% level of confidence	Statistically significantly higher than comparator group levels of agreement at 95% level of confidence
------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------

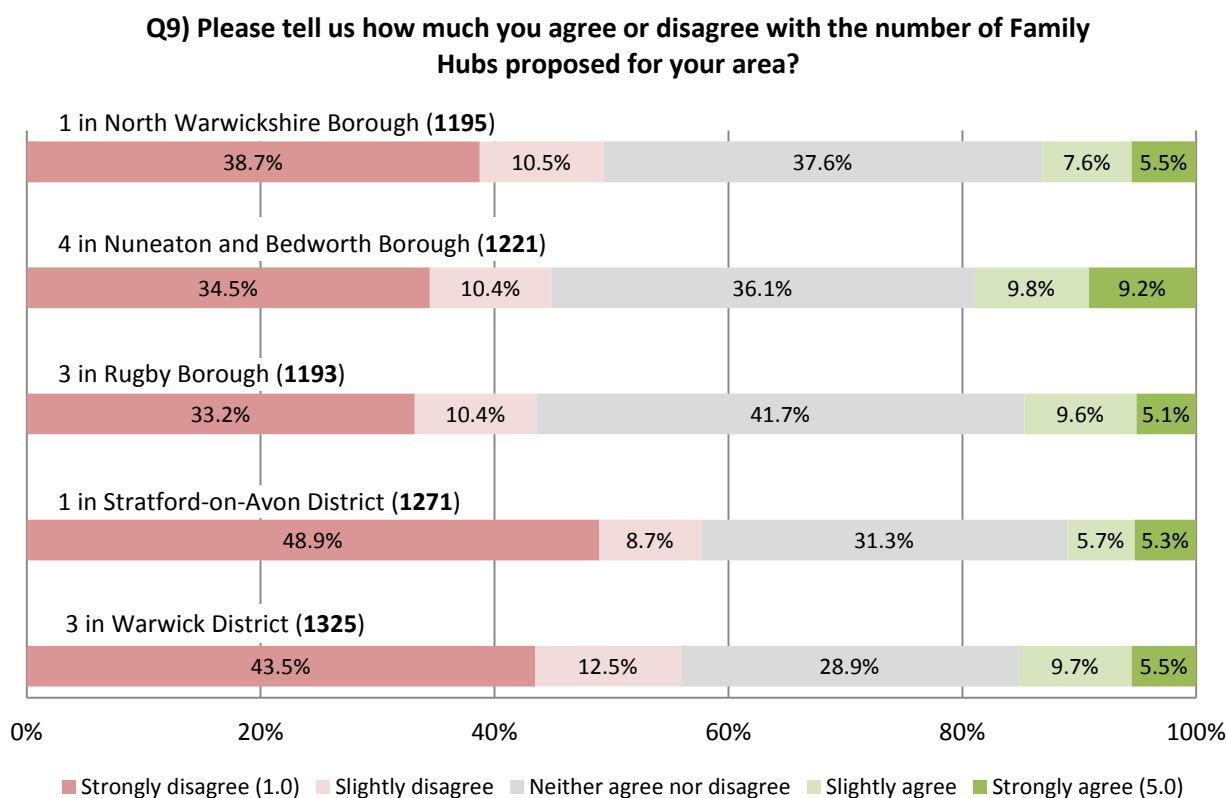
Those who use Children’s Centres are statistically significantly more likely to disagree with the idea of Family Hubs; conversely those who do not use Children’s Centres are statistically significantly more likely to agree with the idea of Family Hubs.



The number of Family Hubs proposed for each area

This question comprised 5 parts covering the 5 districts/boroughs, which means differing numbers of respondents answered each part, depending on if they had an opinion on that area. The number of respondents who answered the question specific to each of the five areas is specified within Chart 4 **in bold**. Please note that percentages for each area are based on these numbers.

Chart 4 Number of Family Hubs



In each district / borough, more than 40% of respondents slightly, or strongly, disagreed with the proposed number of family hubs in the five areas. It is important to note that for the majority of areas, one third of responses were indifferent. Chart 4 above shows the highest levels of agreement for the proposed numbers of Family Hubs in Nuneaton & Bedworth Borough (19% n=232), conversely, only 11% (n=140) of respondents supported the number of Family Hubs proposed for Stratford-on-Avon District. Correspondingly, the highest proportion 58% (733) of respondents slightly, or strongly, disagreed with the proposed number of Family Hubs within Stratford-on-Avon District.



Table 7 Number of Family Hubs by District/Borough of residence

Total (people who answered this question)	North Warwickshire Borough		Nuneaton & Bedworth Borough		Rugby Borough		Stratford-on-Avon District		Warwick District	
	Total	Residents	Total	Residents	Total	Residents	Total	Residents	Total	Residents
		1195	119	1221	337	1193	177	1271	358	1325
Disagree	49%	66%	45%	57%	44%	72%	58%	84%	56%	74%
Strongly disagree	39%	55%	34%	42%	33%	55%	49%	79%	43%	62%
Slightly disagree	11%	11%	10%	15%	10%	18%	9%	5%	12%	12%
Neither agree nor disagree	38%	11%	36%	9%	42%	8%	31%	6%	29%	11%
Slightly agree	8%	10%	10%	14%	10%	10%	6%	4%	10%	9%
Strongly agree	6%	13%	9%	20%	5%	9%	5%	5%	6%	6%
Agree	13%	24%	19%	34%	15%	19%	11%	9%	15%	15%

Higher than total sample levels of disagreement by 3% or more

Higher than total sample levels of agreement by 3% or more

The highest level of disagreement with the number and locations of the Hubs is in Stratford-on-Avon District, then Warwick District, with the highest levels of agreement in Nuneaton and Bedworth Borough. Note: the 'Total' column is the amount of respondents who answered this question, whilst the area column (e.g. North Warwickshire Borough residents) is the total amount of respondents who answered this question but were also from that area; for example, 119 respondents were from North Warwickshire Borough and answered the question 'Please tell us how much you agree or disagree with 1 Family Hub in North Warwickshire Borough).

Table 8 Number of Family Hubs by Warwick District resident / user of either Kenilworth Children's Centre

	Total	Warwick District resident <u>but not</u> Kenilworth Children's Centre user	Warwick District resident <u>and</u> user of either of the Kenilworth Children's Centres
Total (people who answered this question)	1325	243	193
Disagree	55.9%	67.5%	88.6%
Strongly disagree	43.5%	51.4%	79.8%
Slightly disagree	12.5%	16.0%	8.8%
Neither agree nor disagree	28.9%	11.1%	6.2%
Slightly agree	9.7%	13.6%	3.1%
Strongly agree	5.5%	7.8%	2.1%
Agree	15.2%	21.4%	5.2%

Lower than total sample levels of disagreement by 3% or more

Higher than total sample levels of disagreement by 3% or more

Higher than total sample levels of agreement by 3% or more

Lower than total sample levels of agreement by 3% or more



Nearly nine tenths (88.6%) of Warwick District residents who were a user of a Kenilworth Children's Centres strongly disagreed with having 3 Family Hubs in Warwick District, compared to those Warwick District residents who were not a Kenilworth Children's Centre user. **Significantly more people strongly disagreed** with having 3 Family Hubs in Warwick District if they were a user of either of the two Kenilworth Children's Centres than if they were Warwick District residents but did not use either of the two Kenilworth Children's' Centres. Warwick District residents who were not Kenilworth Children's Centres users were significantly more likely to agree with the proposal to have 3 Family Hubs in Warwick District. (Statistically significant at 95% level of confidence)

Other comments on the number of proposed Family Hubs

The top three comments made at this question were:

- Concerns about distance to travel (no transport/car/need to walk) (206 people)
- 12/the number of Family Hubs is not enough (150 people)
- Concerns that this proposal will not safeguard/support (vulnerable) children/families (121 people)

For further analysis please see report called 'What Warwickshire Told Us About the Family Hubs Proposal 2017 – Comments and Suggestions Report'.



Extent to which location meets needs

This question comprised five parts covering the five districts/boroughs, which means differing numbers of respondents answered each part, depending on if they had an opinion on the proposed locations of the Family Hubs meeting their needs in that area. For example, 1173 respondents answered whether ‘Atherstone’ meets their needs, of which 10% (117) were from the area of North Warwickshire Borough. This means that respondents were sharing their views on parts of the county that they did not live in; [Table 9](#) overleaf explores this more. The total number of respondents who answered each question (whether from that area or not) is specified within Chart 5 below in bold. Please note that percentages for each area are based on these numbers.

Chart 5 Extent to which location meets needs

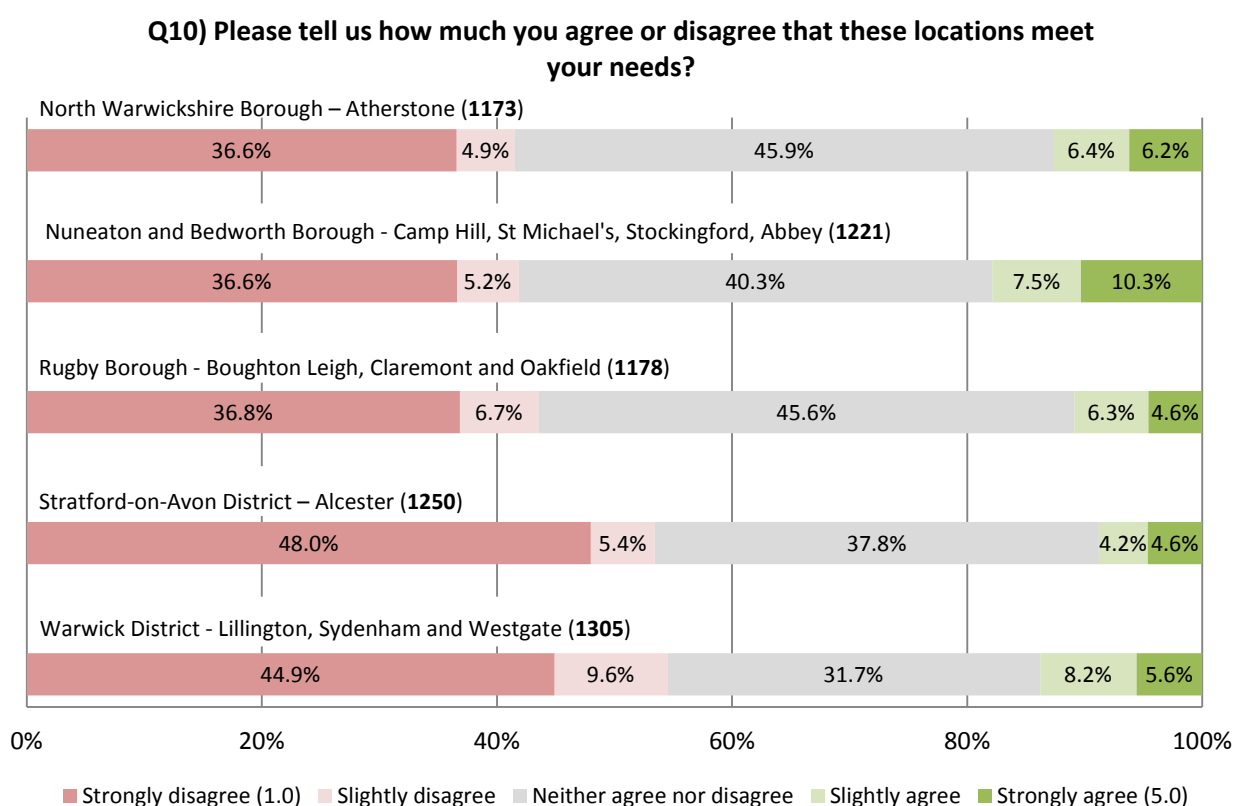


Chart 5 shows that the highest proportion 18% (218) of respondents slightly, or strongly, agree with the proposed locations of Family Hubs in Nuneaton and Bedworth Borough whilst only 11% (110) feel the same way about the locations proposed for Stratford-on-Avon District. Correspondingly, 53% (668) of respondents slightly, or strongly, disagreed with the proposed locations of Family Hubs within Stratford-on-Avon District. In each district / borough, more than 40% of respondents slightly, or strongly, disagreed with the proposed locations of family hubs in the five areas. It is important to note that for the majority of areas, one third of responses were indifferent.

This question on the proposed locations of the Hubs in each district/borough was answered relatively consistently with the question on the number of proposed Hubs in each district/borough.



Table 9 Extent to which location meets needs by District/Borough of residence

	North Warwickshire Borough		Nuneaton & Bedworth Borough		Rugby Borough		Stratford-on-Avon District		Warwick District	
	Total	Residents	Total	Residents	Total	Residents	Total	Residents	Total	Residents
Total (people who answered this question)	1173	117	1221	339	1178	176	1250	358	1305	569
Disagree	42%	46%	42%	44%	44%	59%	53%	79%	54%	70%
Strongly disagree	37%	38%	37%	36%	37%	43%	48%	74%	45%	58%
Slightly disagree	5%	8%	5%	8%	7%	16%	5%	5%	10%	12%
Neither agree nor disagree	46%	9%	40%	12%	46%	8%	38%	7%	32%	9%
Slightly agree	6%	15%	8%	16%	6%	17%	4%	6%	8%	12%
Strongly agree	6%	30%	10%	28%	5%	16%	5%	8%	6%	8%
Agree	13%	45%	18%	44%	11%	33%	9%	14%	14%	21%

Higher than total sample levels of **disagreement** by 3% or more

Higher than total sample levels of **agreement** by 3% or more

Once again, there are high levels of both agreement and disagreement with the number and location of hubs proposed in North Warwickshire Borough and Nuneaton & Bedworth Borough, as well as Rugby Borough. There is a general tendency towards just disagreement in the South, with slightly more positivity towards the locations of the Hubs than the number of them.



Table 10 Extent to which location meets needs by Warwick District resident / user of either Kenilworth Children’s Centre

	Total	Warwick District resident <u>but not</u> Kenilworth Children’s Centre user	Warwick District resident <u>and</u> user of either of the Kenilworth Children’s Centres
Total (people who answered this question)	1305	243	194
Disagree	54.5%	58.4%	90.7%
Strongly disagree	44.9%	42.0%	81.4%
Slightly disagree	9.6%	16.5%	9.3%
Neither agree nor disagree	31.7%	9.9%	3.6%
Slightly agree	8.2%	18.1%	3.6%
Strongly agree	5.6%	13.6%	2.1%
Agree	13.8%	31.7%	5.7%

Lower than total sample levels of disagreement by 3% or more	Higher than total sample levels of disagreement by 3% or more	Higher than total sample levels of agreement by 3% or more	Lower than total sample levels of agreement by 3% or more
--------------------------------------------------------------	---------------------------------------------------------------	------------------------------------------------------------	-----------------------------------------------------------

Users of either of the two Kenilworth Children’s Centres were statistically significantly **more likely to strongly disagree** that the proposed locations of the three Family Hubs in Warwick District (Lillington, Sydenham and Westgate) met their needs than if they were Warwick District residents but did not use either of the two Kenilworth Children’s Centres. Warwick District residents who were not Kenilworth Children’s Centres users were significantly more likely to agree that the proposed locations met their needs. (Statistically significant at 95% level of confidence)

Other comments on extent to which location meets needs

The top 5 comments made at this question were:

- Concerns about distance to travel (no transport/car/need to walk) (269 people)
- Kenilworth area concerns/hub allocation insufficient (109 people)
- Concerns about locating a Family Hub in Alcester (specified) (72 people)
- Stratford-on-Avon area concerns/hub allocation insufficient (52 people)
- Concerns that people will be discouraged from using/won't be comfortable/won't attend (81 people)

For further analysis please see report called ‘What Warwickshire Told Us About the Family Hubs Proposal 2017 – Comments and Suggestions Report’.

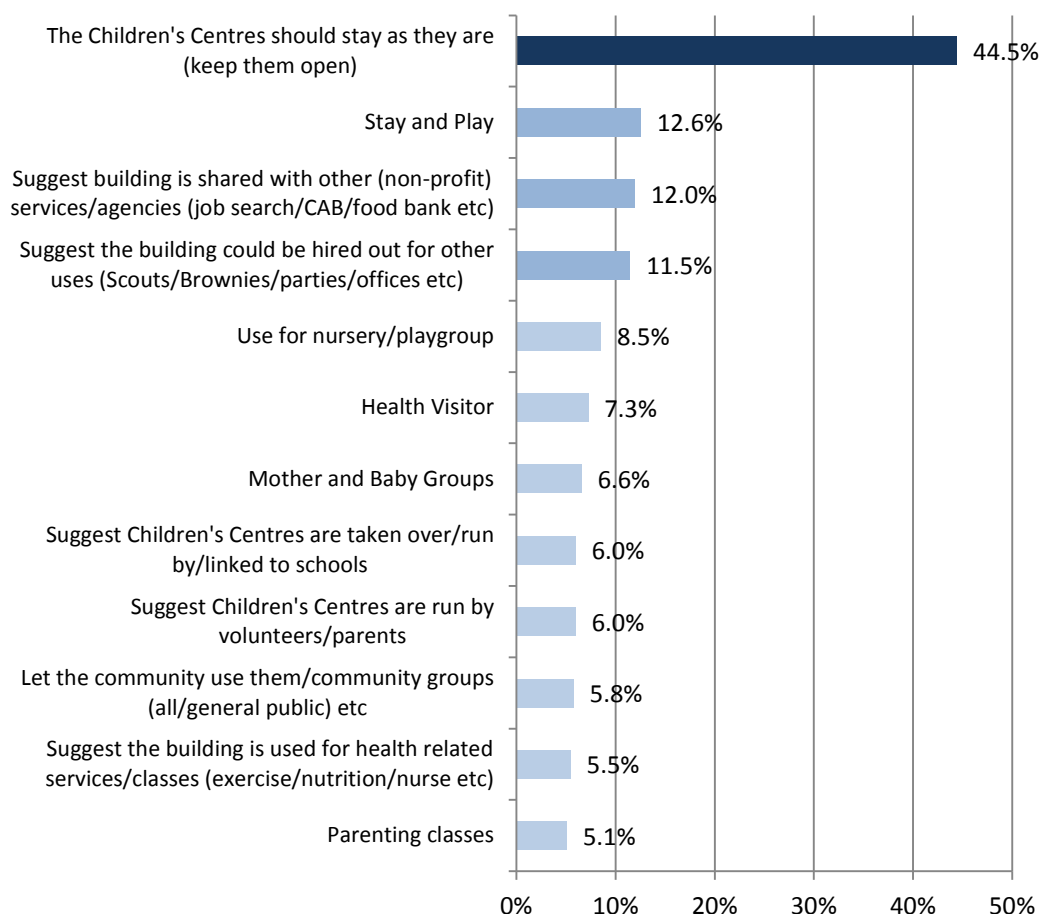


Alternative uses for Children’s Centres

Respondents were asked what the centres not proposed to be converted into Family Hubs could be used for.

Chart 6 Alternative uses for Children’s Centres

**Q11) What could be done with the remaining 27 Children's Centres?
How else could they be used for children and families?**



n = 1019 respondents

All respondents’ answers were categorised into 34 separate codes for analysis; [Chart 6](#) above shows the percentage of respondents’ answers which fit into each category; those below 5% were excluded from this chart. Please note that a respondent could give multiple answers which would fall under multiple themes, and therefore percentages add up to more than 100%; 1823 answers were provided by the 1019 respondents. The largest proportion (44%) of responses (453) fit into the theme of ‘The Children’s Centres should stay as they are (keep them open)’. The answer which came up the least amount of times was ‘Suggest could be used for respite care’ and ‘Could be utilised by childminders’ with 4 answers given which fit into each one of these categories.

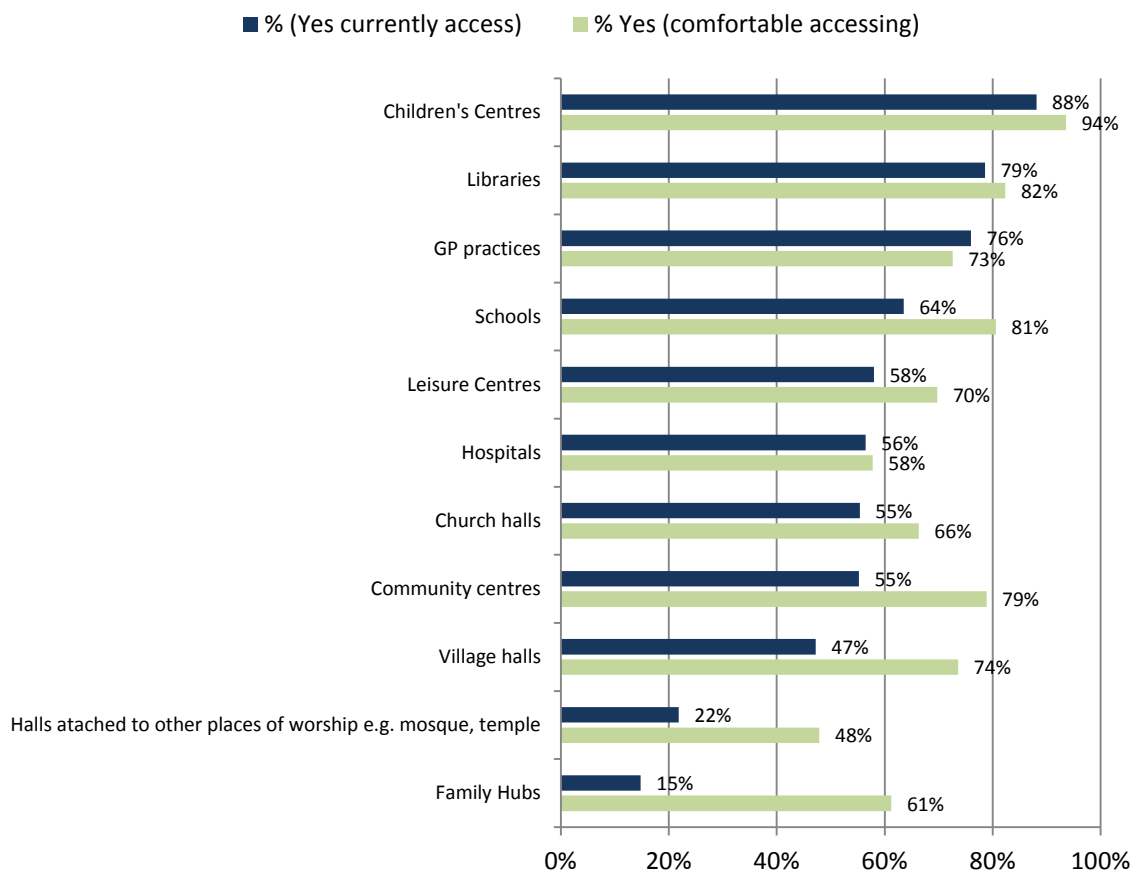
Further information on what respondents’ views are on the remaining buildings is included in the qualitative report accompanying this quantitative report.



Current and future access to services

Chart 7 Current and future access to services

Q12) Which of these places do you currently access services for children and families at? and which would you feel comfortable accessing?



Note: Percentages shown in the chart are based on the different number of respondents who answered section one (Currently access) and section two (Comfortable accessing) to each service. Respondents who answered 'Don't know' are excluded from 'Currently access' percentages, whilst included in 'Comfortable accessing' percentages.

The majority (88%) of respondents (1120) currently access 'Children's Centres' and 94% (1194) would feel comfortable accessing these in the future. Interestingly, whilst only 47% (464) of respondents currently access 'Village halls', 74% (787) of respondents would feel comfortable accessing them in the future.

Seventeen percent (181/1042) of respondents would not feel comfortable accessing services for children and families at Family Hubs in the future. This compares with 20% (219/1081) who would not feel comfortable with leisure centres and 11% (121/1102) who would not feel comfortable accessing services for children and families at community centres in future. Furthermore, 26/1276 or 2% of people would not feel comfortable accessing services from Children's Centres in the future. Also, of note is that GP practices are the only locations where more respondents use them than feel comfortable using them. It's not possible to tell from the data what the 15% of people who think they currently access Family Hubs perceive them to be.



Other comments about which places are currently accessed/and at which would you feel comfortable in the future

The top three comments made (excluding those who say they don't use services for children and families) were:

- Other venues may not have suitable facilities/resources (27 people)
- Positive comment about using a Children's Centre (safe/welcoming/private/staff etc) (26 people)
- Concerns/comment about accessing the venues (travel) (23 people)

For further analysis please see report called 'What Warwickshire Told Us About the Family Hubs Proposal 2017 – Comments and Suggestions Report'.

Subgroup analysis for future access to services

By Children's Centre users/non-users

Those who say they do not use Children's Centres were statistically significantly more likely to say they would feel comfortable accessing **GP practices** for services for children and families than users (95% level of confidence).

Children's Centre users were statistically significantly more likely to say they would feel comfortable accessing **Children's Centres** for services for children and families than non-users (95% level of confidence).

Those who say they do not use Children's Centres were more likely to say they would feel comfortable accessing the following for services for children and families than users:

- Family Hubs
- Halls attached to other places of worship e.g. mosque, temple
- Libraries
- Leisure centres

There were no differences between users and non-users for community centres, village halls, church halls, hospitals or schools.

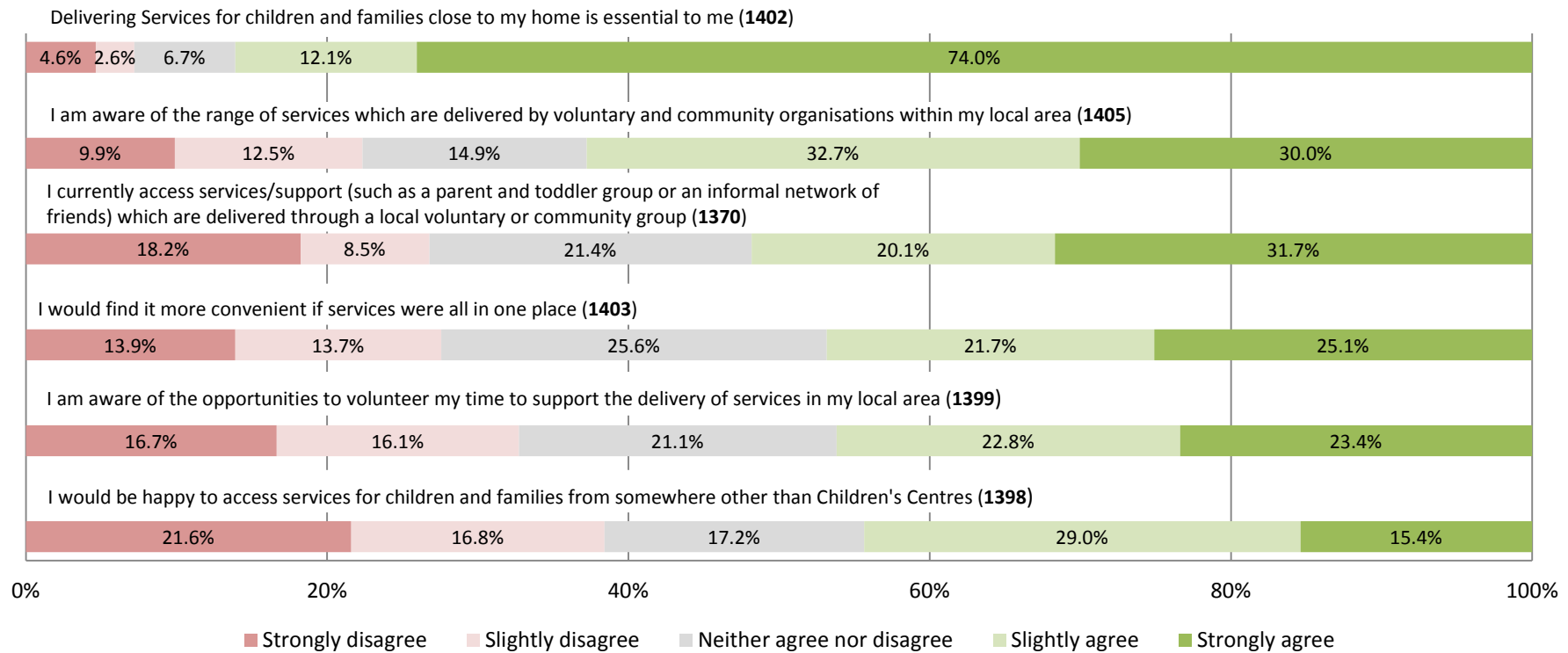


Understanding more about what matters to people

Chart 8 is ranked high to low based on the percentage of respondents who strongly agree with the statements in question 13; as with other questions a different number of respondents answered each question, and this number can be found in **bold** next to the relevant statement. A considerable proportion (86%) of respondents (1207) slightly, or strongly, agreed with the statement ‘Delivering services for children and families close to my home is essential to me’. Although only 44% (620) of respondents said they would be happy to access services for children and families from somewhere other than Children’s Centres, the majority of respondents said they would be ‘comfortable’ receiving services at places such as libraries, GP practices, village halls etc. (as shown in question 12). On average, for all statements, 17.8% of respondents marked ‘Neither agree nor disagree’.

Chart 8 What matters to people

13) Please tell us how much you agree or disagree with the following statements





Other comments about what matters to people

The top four comments made (excluding those who are not personally service users) were as follows:

- Using volunteers is not acceptable/suitable/cannot replace trained professionals (needed) (54 people)
- Concerns about distance to travel (34 people)
- The Children's Centres are good/well used/needed/important (28 people)
- Children's Centres provide a quality service/better than when community run (poor) (27 people)

For further analysis please see report called 'What Warwickshire Told Us About the Family Hubs Proposal 2017 – Comments and Suggestions Report'.

Service delivery at outreach sites

Respondents were asked to choose up to 10 services which were most important to provide locally at outreach sites (although some respondents ticked more which was accepted).

Table 11 Service delivery at outreach sites

Services	Number of times chosen	Percentage (%) of times chosen
Health Visiting	1040	74.6%
Stay and play	1039	74.5%
Family support and advice	932	66.9%
Health and Wellbeing Services for advice on a range of issues such as healthy eating, child development, oral health, safety, exercise, emotional wellbeing	857	61.5%
Access to mental health support for children and adults	818	58.7%
Parenting courses	793	56.9%
Early learning	792	56.8%
Speech, language and communication advice and support	781	56.0%
Access to support for families with Special Educational Needs & Disability (SEND)	757	54.3%
Parental support and education	713	51.1%

n = 1394 respondents

The above table outlines the top 10 services, out of the 23 options given (excluding 'Prefer not to answer' and 'Other (please specify)'), chosen by the 1394 respondents. It indicates that 'Health visiting' and 'Stay and play' are important services to respondents with 75% (1040) of respondents selecting them as one of 'up to 10 services' they felt important to be provided locally at outreach sites. The service least selected in the top 10 was 'Income maximisation & budgeting' with 11% (151) responses given. 'Prefer not to answer' was chosen 40 times and accounts for 3% of answers.



Discounting general comments which did not directly relate to this question, there were four suggestions for services to be delivered at outreach sites:

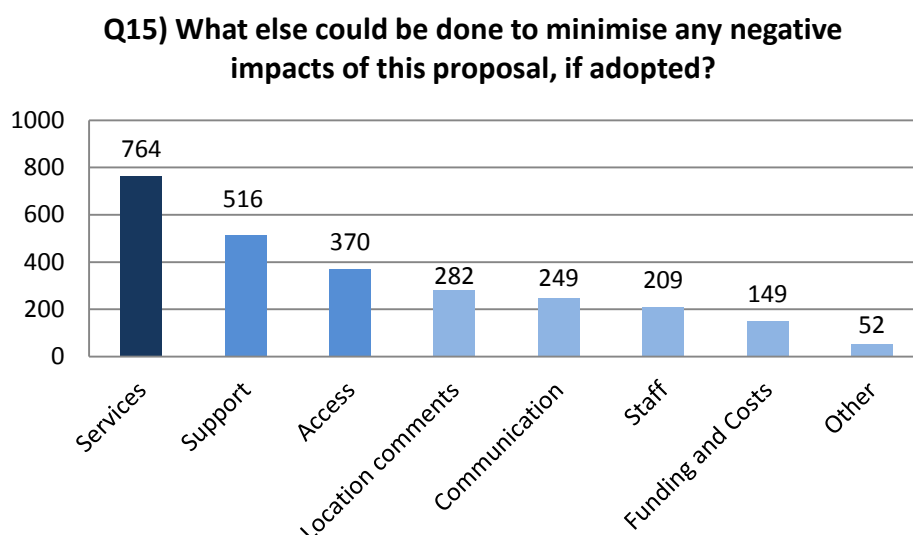
- Breastfeeding support (4 people)
- Antenatal support (3 people)
- Good quality/supported play (3 people)
- Mother and Baby Groups/Courses (1 person)

For further analysis please see report called ‘What Warwickshire Told Us About the Family Hubs Proposal 2017 – Comments and Suggestions Report’.

Minimising negative impacts

When asked what else could be done to minimise any negative impacts of these proposals, a total of 2591 answers were provided by respondents; these answers were broken down into eight categories as shown in Chart 9.

Chart 9 Minimising negative impacts - summary



n = 858 respondents

These eight categories are ranked high to low based on how many times the respondents’ answers fit into each category. Out of the 2591 answers, 764 (29%) of them concentrated on the topic of ‘Services’ whilst 149 (6%) focussed on ‘Funding and Costs’. Further information on what respondents’ views are on minimising negative impacts is included in the qualitative report accompanying this quantitative report.



Chart 10 Minimising negative impacts - detailed

Q15) What else could be done to minimise any negative impacts of this proposal, if adopted?

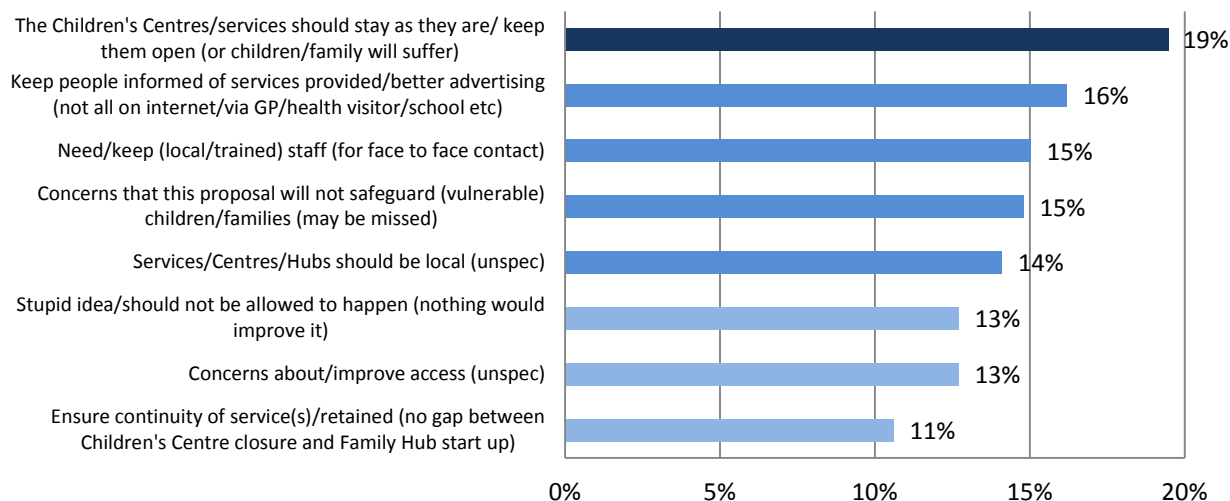


Chart 10 ranks the most selected response to least selected response, based on a total of 858 respondents. The largest proportion (167) of the 858 respondents' answers, equating to 19%, noted 'The Children's Centres/services should stay as they are/keep them open (or children/family will suffer).

Please note that a respondent could give multiple answers which would fall under multiple themes, and therefore percentages add up to more than 100%; 2591 answers were given for the 858 respondents.

Moreover, there were 79 individual sub themes for responses to Q15, however the chart illustrates sub themes where the response rate was 10% (or higher) to enable a manageable number of suggestions to be displayed.

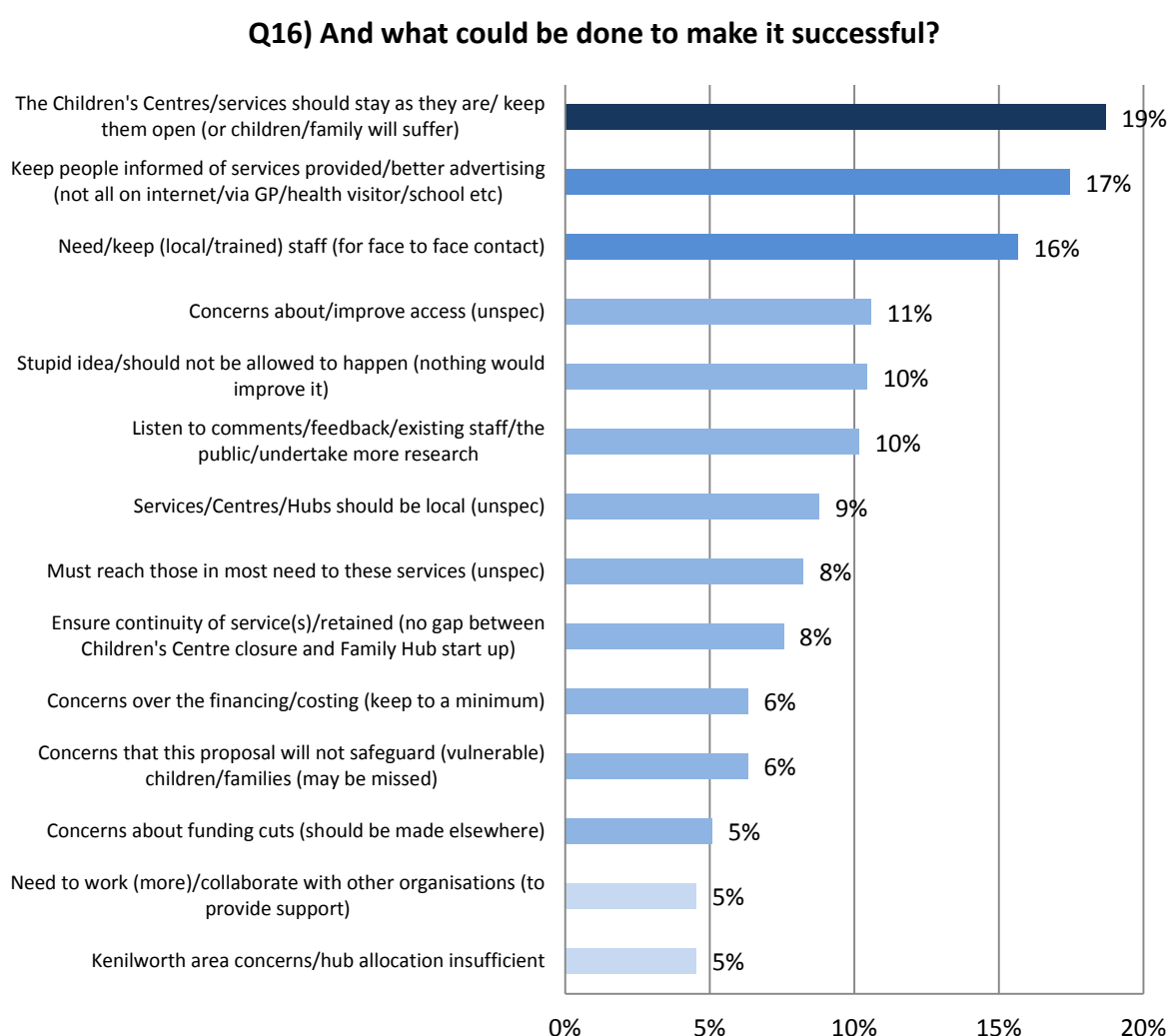
n = 858 respondents



Making the proposal a success

Leading on from the previous question, respondents were asked ‘And what could be done to make it successful?’; ‘it’ referring to the proposal to create Family Hubs. There were 728 respondents who answered this question, providing 1,840 answers between them. The most popular suggestion (19%) was that ‘The Children’s Centres/services should stay as they are/keep them open (or children/family will suffer)’. Please note that there were actually 79 individual sub themes for responses to this question. However, the chart demonstrates the sub themes where the response rate was 5% (or higher) of all responses received; this is a 5%, as opposed to a 10% ‘cut off point’ to allow a manageable number of responses to be displayed in the chart.

Chart 11 How to make the proposal a success



n = 728 respondents

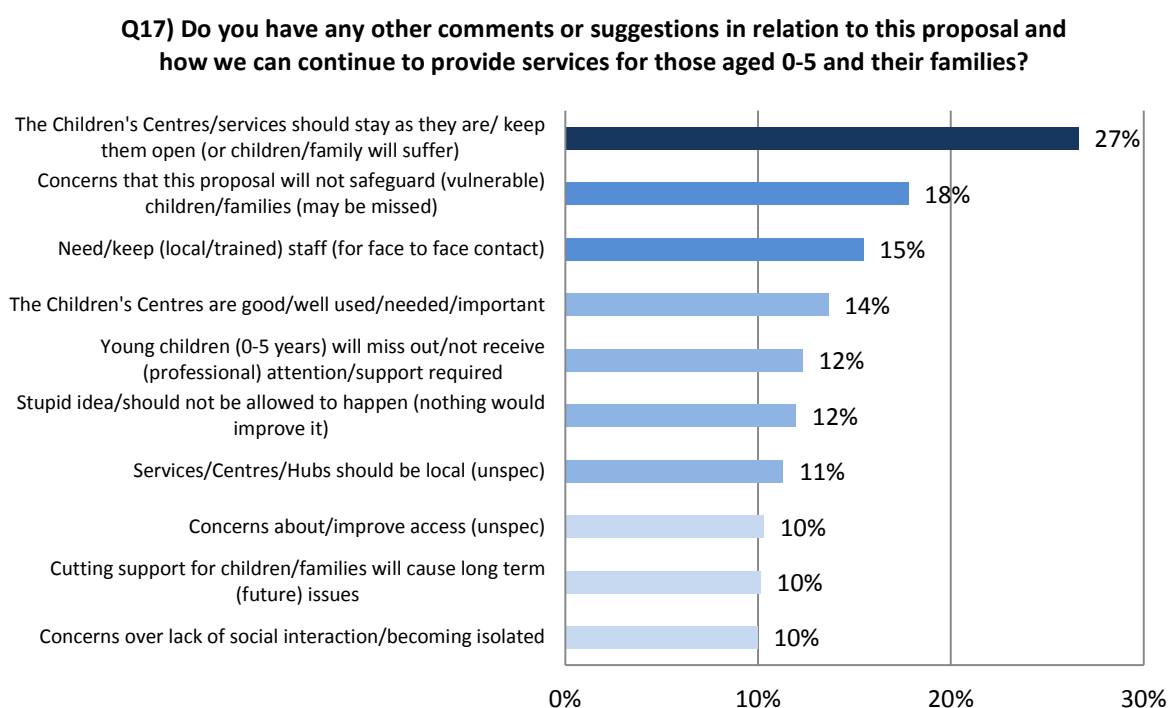
Further information on respondents’ views on how the proposal could be a success is included in the ‘What Warwickshire Told Us About the Family Hubs Proposal 2017 - Comments and Suggestions Report’ accompanying this report.



Comments and suggestions

A total of 601 respondents gave 1939 comments when asked if they had any other comments or suggestions relating to the proposals. Please note that there were actually 79 individual sub themes for responses to Q17. However, the chart demonstrates the sub themes for Q17 where the response rate was 10% (or higher) of all responses received. The largest proportion (27%) of respondents felt 'The Children's Centres/services should stay as they are/keep them open (or children/family will suffer).

Chart 12 Comments and suggestions



n = 601 respondents

Further information on respondents' comments and suggestions is included in the 'What Warwickshire Told Us About the Family Hubs Proposal 2017 - Comments and Suggestions Report' accompanying this report.

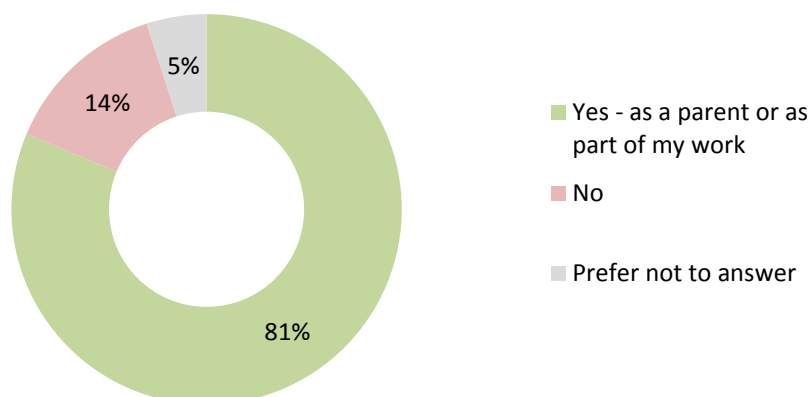


Children's Centre usage

The majority of respondents (81.3% or 1144) reported using Children's Centres, whilst 13.7% (193) said they do not and 5.0% (70) preferred not to answer. When discounting the 70 who preferred not to answer, 85.6% (1144) stated they do use Children's Centres whilst 14.4% (193) said they do not.

Chart 13 Children's Centre usage

Q18) Do you use Children's Centres?



n = 1407 respondents

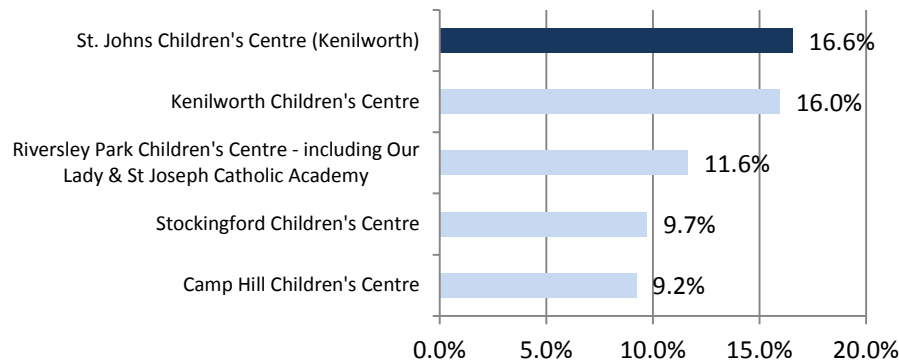
Please note at Q12, 1120 respondents said they currently access services for children and families at Children's Centre, whereas 1144 respondents at Q18 said they use Children's Centres 'as a parent or part of my work'. The discrepancy could be accounted for by people who use Centres in a professional rather than parenting capacity.



Children’s Centre usage in last 12 months

Chart 14 Top 5 most used Children’s Centres in last 12 months

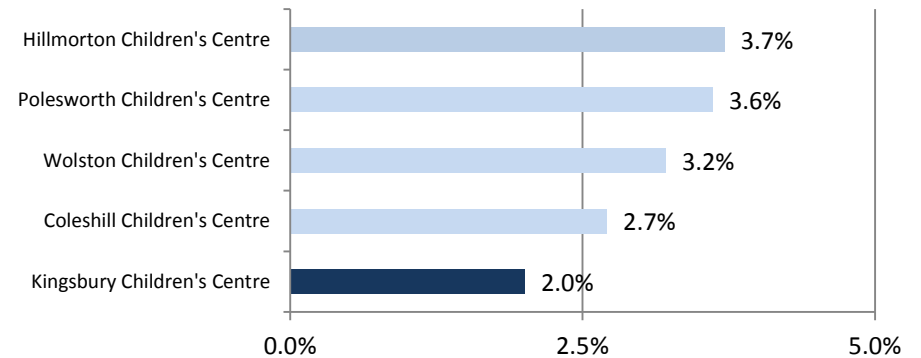
Q19 Which Children's Centres' services have you used in the last 12 months? (Five most used)



n = 996 respondents

Chart 15 Top 5 least used Children’s Centres in last 12 months

Q19 Which Children's Centres' services have you used in the last 12 months? (Five least used)



n = 996 respondents

The most frequently used Children’s Centre in the last 12 months was St. John’s (16.6%), closely followed by Kenilworth’s Children’s Centre (16.0%). Both of these Children’s Centres are in Warwick District. The third (Riversley Park Children’s Centre) to fifth (Camp Hill Children’s Centre) most used centres are in the Nuneaton area. The Children’s Centre least used is Kingsbury with 2% (20) of respondents selecting this; all five least used within the last 12 months are within either the North Warwickshire Borough or Rugby Borough. Note: the charts exclude those 132 respondents who went to a Children’s Centre as part of their work, 45 who visited none of these and 18 who preferred not to answer.



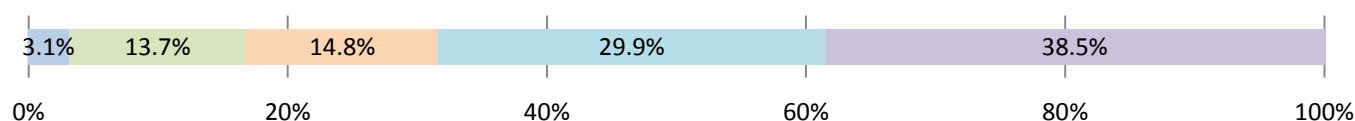
Main Centre used the most and nearest Centre

Chart 16 Main Centre used is not nearest Centre

(% of respondents whose **closest** Centre to their house is **not the main Centre that they use** by respondent (at district / borough level)

n = 291

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



Nearly 40% of respondents who do not use the Children’s Centre closest to where they live are resident in Warwick District. This is followed by 29.9% (87) within Nuneaton and Bedworth Borough; 14.8% (43) within Stratford-on-Avon District; 13.7% (40) within Rugby Borough and 3.1% (9) within North Warwickshire Borough. Essentially, more respondents are likely to travel further to their preferred Children’s Centre than use the one which is most local to them; this is especially true within Warwick District but less so in North Warwickshire Borough and Stratford-on-Avon District.

Note: these percentages exclude the 5 respondents who stated ‘As part of my work’.

Chart 17 Main Centre used most and is nearest Centre

(% of respondents whose Children's Centre is the closest to their house **AND** is the main Centre that they use by respondent (at district / borough level)

n = 636

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

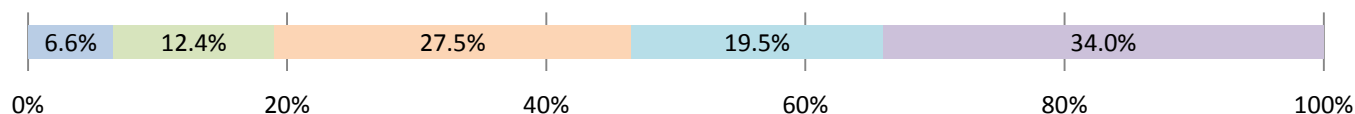


Chart 17 displays the percentage of respondents who prefer to use the closest Children’s Centre to their house. Although the baseline is different to chart 16 the proportions are interesting in comparison. This comparison shows that respondents who use Children’s Centres within Nuneaton and Bedworth Borough are more likely to travel to their preferred Centre than use the Centre closest to them. In contrast, respondents within North Warwickshire Borough are less likely to travel and more likely to use their closest Centre, with 6.6% (42) of respondents’ preferring to use the Centre closest to their home compared to the 3.1% (9) within North Warwickshire Borough whose preferred Centre was not the closest to their home (Chart 16).

Note: these percentages exclude the 33 respondents who stated ‘As part of my work’.



The table that follows, shows Chart 16 and 17 in more detail for each Children’s Centre. Column 2 and 3 show the number, and percentages, of respondents who said that a Children’s Centre was the closest to their house but was not the preferred one they use. Columns 4 and 5 show the number and percentage of respondents who said their closest Children’s Centre was also the preferred one they use. It is ranked high to low based on the number of respondents whose closest Children’s Centre is not the preferred Centre that they use (at district / borough level).

For example, Table 12 illustrates that for Kenilworth Children’s Centre, 15% (44) of respondents stated it is their closest Centre but not the preferred one they use, whilst 5.7% (36) of respondents said it is their closest Centre **and** is also their preferred Centre that they use.

Table 12 Analysis of Centres used and proximity to respondents’ homes

Children's Centre	Number of respondents (out of the 291 who say the Centre is the closest to their house but not the main one they use)	% of respondents (out of the 291 who say the Centre is the closest to their house but not the main one they use)	Number of respondents (out of the 636 who say the Centre is the closest to their house and the main one they use)	% of respondents (out of the 636 who say the Centre is the closest to their house and the main one they use)	District / Borough
Kenilworth Children's Centre	44	15.1%	36	5.7%	Warwick District
St. Johns Children's Centre (Kenilworth)	15	5.2%	62	9.7%	
Warwick Children's Centre	14	4.8%	19	3.0%	
Lillington Children's Centre	12	4.1%	28	4.4%	
Whitnash Children's Centre	12	4.1%	17	2.7%	
Kingsway Children's Centre	5	1.7%	18	2.8%	
Newburgh Children's Centre	4	1.4%	13	2.0%	
Sydenham Children's Centre	3	1.0%	13	2.0%	
Westgate Children's Centre	3	1.0%	10	1.6%	
Total (Warwick District)	112	38.5%	216	34%	
Abbey Children's Centre	19	6.5%	9	1.4%	Nuneaton & Bedworth Borough
Rainbow Children's Centre - including Smorrall Lane, Keresley Newland Primary School or Newdigate Primary School	13	4.5%	10	1.6%	
Camp Hill Children's Centre	11	3.8%	9	1.4%	
Bulkington Children's Centre	9	3.1%	7	1.1%	
Riversley Park Children's Centre - including Our Lady & St Joseph Catholic Academy	9	3.1%	18	2.8%	
St. Michael's Children's Centre	8	2.7%	25	3.9%	
Stockingford Children's Centre	7	2.4%	29	4.6%	
Ladybrook Children's Centre	6	2.1%	13	2.0%	
Park Lane Children's Centre	5	1.7%	4	0.6%	
Total (Nuneaton & Bedworth Borough)	87	29.9%	124	19.5%	



Children's Centre	Number of respondents (out of the 291 who say the Centre is the closest to their house but not the main one they use)	% of respondents (out of the 291 who say the Centre is the closest to their house but not the main one they use)	Number of respondents (out of the 636 who say the Centre is the closest to their house and the main one they use)	% of respondents (out of the 636 who say the Centre is the closest to their house and the main one they use)	District / Borough
Southam & District Children's Centre	12	4.1%	46	7.2%	Stratford-on-Avon District
Stratford Children's Centre	7	2.4%	20	3.1%	
Alcester & District Children's Centre - including Bidford and Salford Priors	6	2.1%	17	2.7%	
Badger Valley Children's Centre (Shipston)	5	1.7%	39	6.1%	
Lighthorne Heath & District Children's Centre	4	1.4%	9	1.4%	
Clopton and District Children's Centre	3	1.0%	13	2.0%	
Studley & District Children's Centre	3	1.0%	15	2.4%	
Wellies Children's Centre (Wellesbourne)	3	1.0%	16	2.5%	
Total (Stratford-on-Avon District)	43	14.8%	175	27.5%	
Claremont Children's Centre	8	2.7%	13	2.0%	Rugby Borough
Oakfield Children's Centre	8	2.7%	6	0.9%	
Hillmorton Children's Centre	7	2.4%	9	1.4%	
Long Lawford Children's Centre	6	2.1%	9	1.4%	
Cawston Children's Centre – including Dunchurch	5	1.7%	14	2.2%	
Boughton Leigh Children's Centre	3	1.0%	10	1.6%	
Newbold Riverside Children's Centre	2	0.7%	3	0.5%	
Wolston Children's Centre	1	0.3%	15	2.2%	
Total (Rugby Borough)	40	13.7%	79	12.4%	
Atherstone Early Years Centre	4	1.4%	22	3.5%	North Warwickshire Borough
Kingsbury Children's Centre	3	1.0%	3	0.5%	
Coleshill Children's Centre	1	0.3%	7	1.1%	
Polesworth Children's Centre	1	0.3%	10	1.6%	
Total (North Warwickshire Borough)	9	3.1%	42	6.6%	
Total	291		636		



Table 13 Analysis of Centres' footfall

Children's Centre	18 and over		Teen parents (U20)		Area
	Count of distinct attendees aged 18 or over at time of attendance	Total Attendances ("footfall") by attendees aged 18 or over at time of attendance	Count of distinct attendees aged under 20 and parent to one or more children at time of attendance	Total Attendances ("footfall") by attendees aged under 20 and parent to one or more children at time of attendance	District/Borough
Stockingford	1140	14865	13	252	Nuneaton & Bedworth Borough
Lighthorne	373	11450	3	50	Stratford-on- Avon District
St. Michaels	1163	8404	22	143	Nuneaton & Bedworth Borough
Atherstone	1517	8016	20	87	North Warwickshire Borough
Boughton Leigh	1651	7872	24	169	Rugby Borough
Studley	943	6574	6	13	Stratford-on- Avon District
Badger Valley	616	6208	6	35	Stratford-on- Avon District
Alcester	1074	6186	4	21	Stratford-on- Avon District
Lillington	1436	5874	16	53	Warwick District
Southam	580	5445	5	68	Stratford-on- Avon District
Riversley Park	1498	5442	56	198	Nuneaton & Bedworth Borough
Stratford	1253	5350	3	37	Stratford-on- Avon District
Westgate/ Newburgh	868	5095	6	17	Warwick District
Abbey	1334	4807	33	117	Nuneaton & Bedworth Borough
Rainbow	804	4292	16	78	Nuneaton & Bedworth Borough
St Johns	818	4123	5	51	Warwick District
Clopton	712	4088	4	18	Stratford-on- Avon District
Kingsway	954	3578	5	9	Warwick District
Wellies	654	3406	1	9	Stratford-on- Avon District
Claremont	897	3333	13	15	Rugby Borough
Camp Hill	658	3329	21	69	Nuneaton & Bedworth Borough
Sydenham	614	2657	1	10	Warwick District
Park Lane	500	2454	2	11	Nuneaton & Bedworth Borough
Newbold Riverside	675	2342	5	10	Rugby Borough



	Count of distinct attendees aged 18 or over at time of attendance	Total Attendances ("footfall") by attendees aged 18 or over at time of attendance	Count of distinct attendees aged under 20 and parent to one or more children at time of attendance	Total Attendances ("footfall") by attendees aged under 20 and parent to one or more children at time of attendance	District/Borough
Children's Centre	18 and over		Teen parents (U20)		Area
Oakfield	626	2295	7	11	Rugby Borough
Ladybrook	432	2235	3	10	Nuneaton & Bedworth Borough
Whitnash	485	2128	1	1	Warwick District
Bulkington	263	2052	0	0	Nuneaton & Bedworth Borough
Polesworth	428	1990	5	29	North Warwickshire Borough
Hillmorton	381	1849	2	5	Rugby Borough
Coleshill	364	1647	5	6	North Warwickshire Borough
Warwick	356	1604	3	6	Warwick District
Kingsbury	312	1497	1	2	North Warwickshire Borough
Kenilworth	326	1420	2	3	Warwick District
Cawston Grange	318	1015	1	1	Rugby Borough
Mancetter (via outreach services)	245	723	1	1	Nuneaton & Bedworth Borough
Wolston	119	445	0	0	Rugby Borough
Dunchurch (via outreach services)	61	204	0	0	Rugby Borough
TOTAL	27448				

When Table 12 is compared to Table 13, it is clear that the highest number of responses to the consultation have come from users of Centres which do not have the highest footfall.



Demographic questions

Demographic questions cover the ‘who’ and the ‘where’ questions to understand who completed the survey. They cover the following:

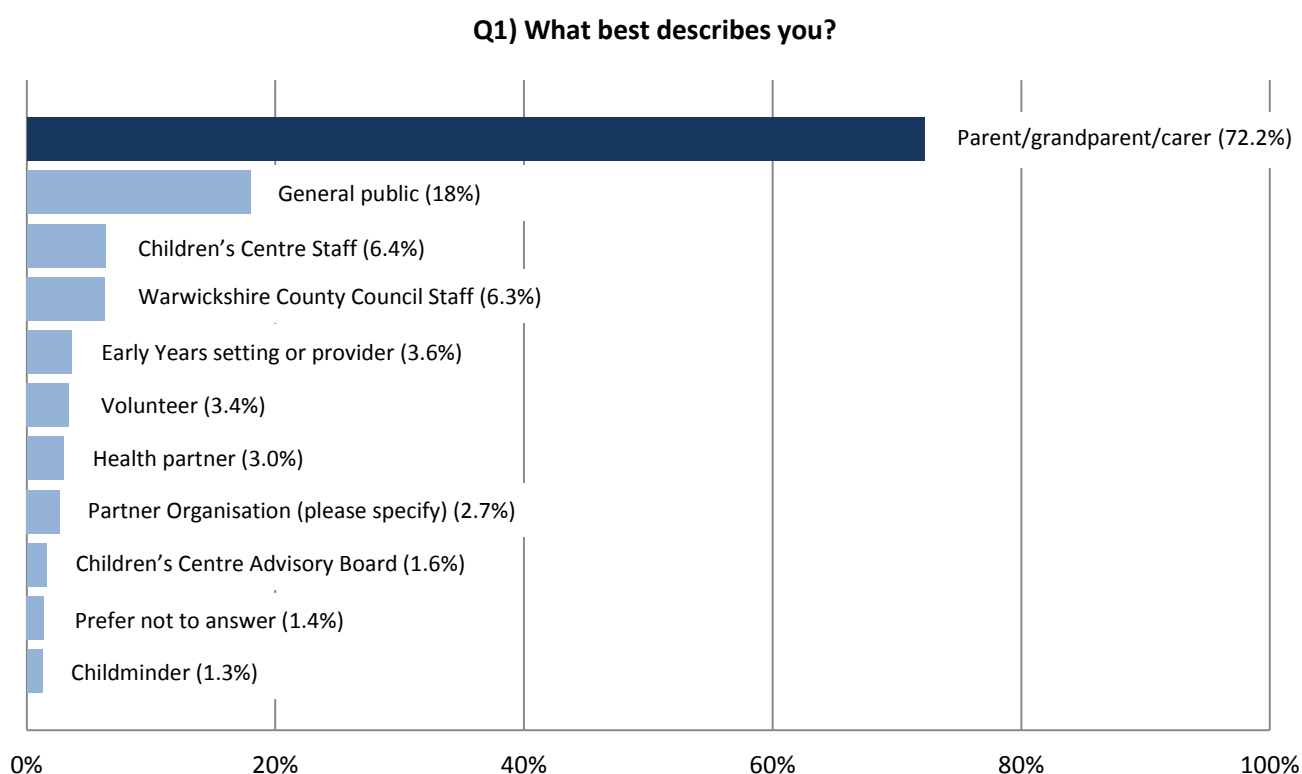
- What best describes them
- Where they live
- Postcode (optional)
- If they have children
- Children’s ages
- Children’s developmental needs
- Gender identity
- Age
- Disability
- Ethnicity
- Religion
- Sexuality
- Employment
- Income

What best describes you?

Nearly three quarters (72.2%) of respondents (1125) marked themselves as a ‘parent/grandparent/carer’. In comparison, 23.5% (366) respondents considered themselves ‘professionals’. This includes the 25 responses from people associated with Children’s Centre Advisory Boards. 46 people marked themselves as ‘health partners’.

Note: a respondent could place themselves into multiple categories, and therefore percentages add up to more than 100%.

Chart 18 What best describes the respondent



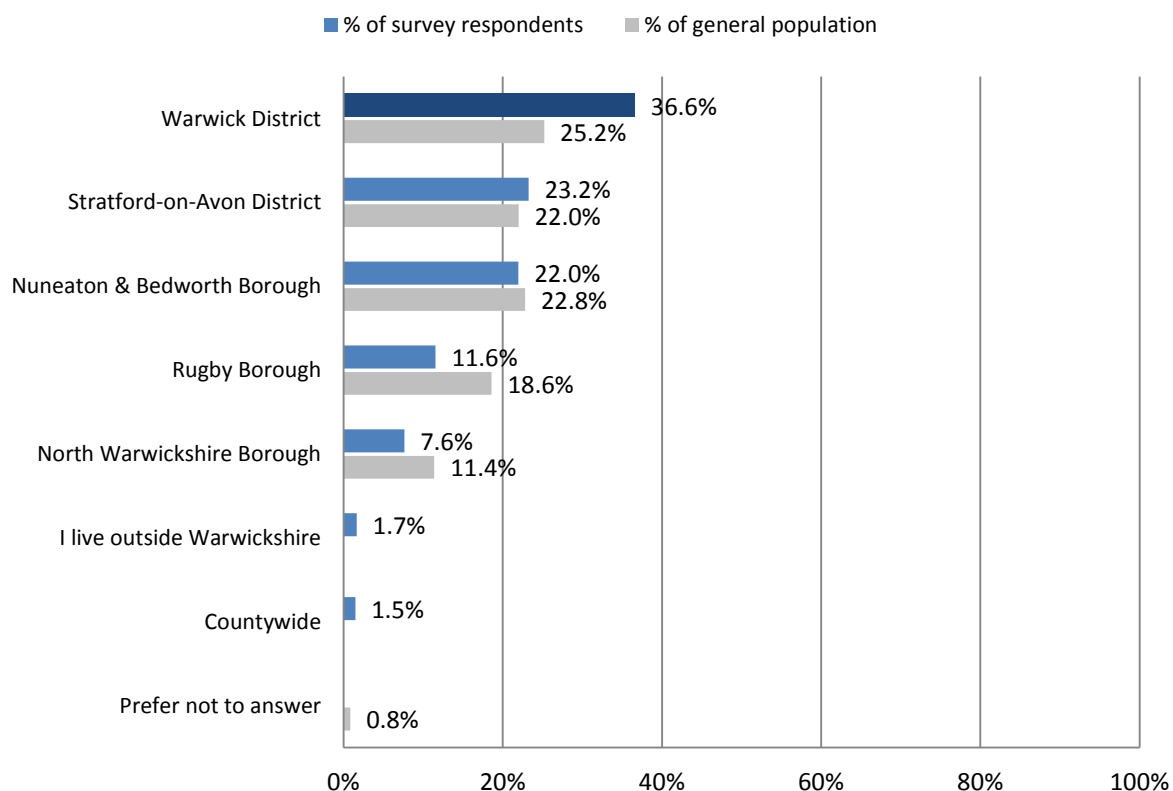
n = 1558 respondents



Where they live or work

Chart 19 Where respondents live or work

Q2) The Warwickshire district or borough where you live, or work if you are responding on behalf of an organisation



n = 1558 respondents

Chart 19 illustrates where the respondents live, or work if they were responding to the questionnaire on behalf of an organisation. The highest number of respondents selected themselves as living, or working, within the Warwick District (570) whereas the lowest number of respondents (119) selected North Warwickshire Borough. These findings are expected due to the population size of Warwick District and North Warwickshire Borough.

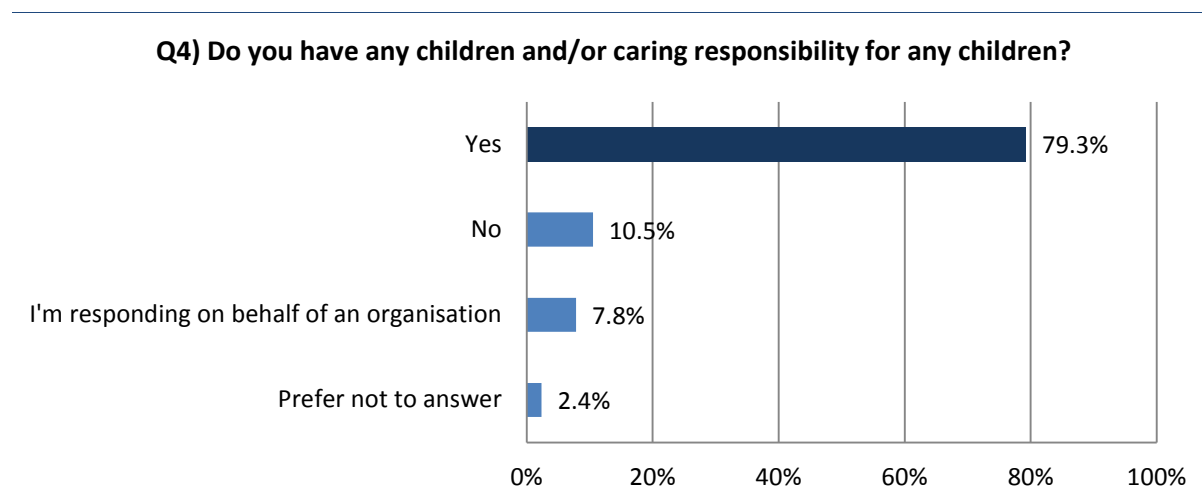
This shows that Warwick District is over represented within the sample. This is driven by the proportion of Kenilworth residents who responded to the proposal not to site a Family Hub in the town. Rugby Borough and North Warwickshire Borough are under represented



Children or caring responsibility for children

Nearly four in five respondents (1235) have children and/or caring responsibility for any children whilst 11% (164) stated they did not. Those with caring responsibility may include childminders or childcare workers who do not themselves have parental responsibility for children.

Chart 20 Children or caring responsibility for children



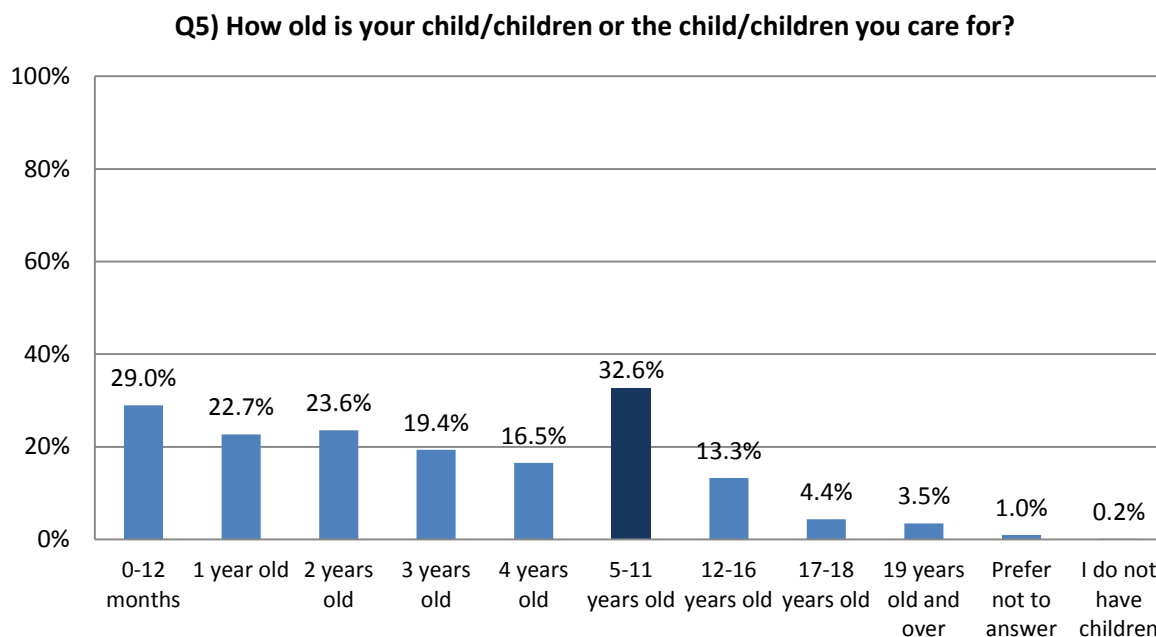
n = 1558 respondents



Ages of children

A total of 1221 respondents went on to answer the age of their child/children or the child/children that they care for, with 14 either not having children or preferring not to answer. One third of respondents (403 or 33%) had, or cared for at least, one child aged 5 to 11 years old. Note: a respondent could choose multiple age categories, and therefore percentages add up to more than 100%.

Chart 21 Age of children of respondent



n = 1235 respondents

It is not possible to tell how many children in total were cared for across the respondent groups because age categories do not all cover single age bands. However, when grouped, base sizes are large enough to understand how parents and carers of children of different ages responded to the survey questions. These findings can be found in the sub group analysis in this report.

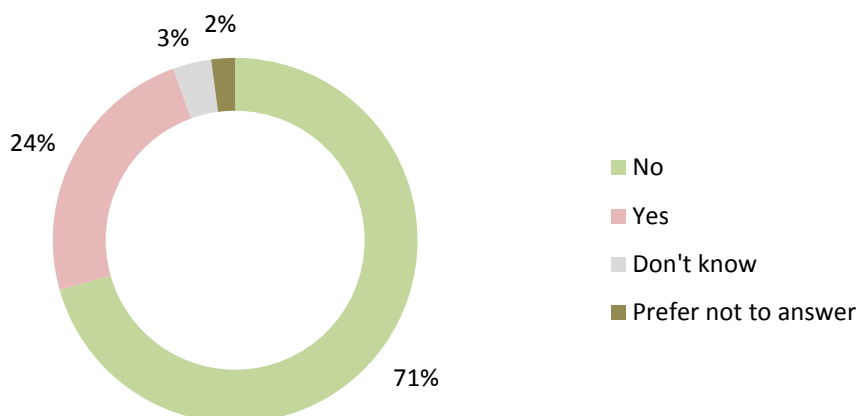


Health or development needs of children

Seventy one percent (872) of respondents stated that their children do not have health or development needs that require additional support, whilst 24% (295) stated that they do. A further 5% (68) of respondents marked 'Don't know' or 'Prefer not to answer' to this question.

Chart 22 Health or development needs of children

Q6) Would you describe any of your children as having health or development needs that require additional support?



n = 1235 respondents



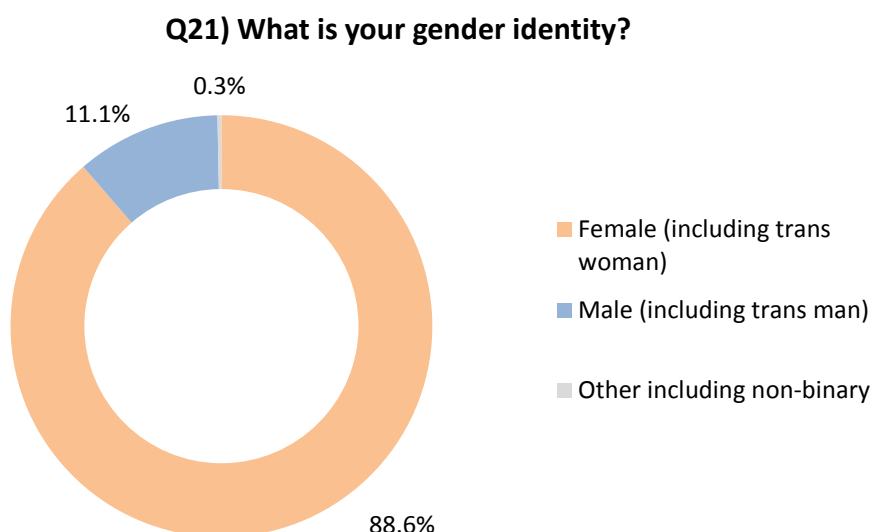
Gender identity

The next set of questions (21 through to 28) asked respondents about themselves to determine how representative the survey sample was. All questions had a 'Prefer not to say' option for those who wished to opt out.

Nearly nine in ten (89%) respondents (1177) who answered the question were 'Female', 11.1% (147) were 'Male' and 0.3% (4) were 'Other'. Just more than half (50.6%) of Warwickshire's population is female which means the number of females was disproportionately high relative to the population (2016 ONS Mid-year population estimates). This was mirrored at the face to face opportunities, suggesting greater engagement by mothers and reflecting the gender bias towards females in childcare and early years settings.

Please note that the above percentages, and those in Chart 23 below, discount the 3.6% (49) respondents who marked 'Prefer not to say'.

Chart 23 Gender identity of respondent



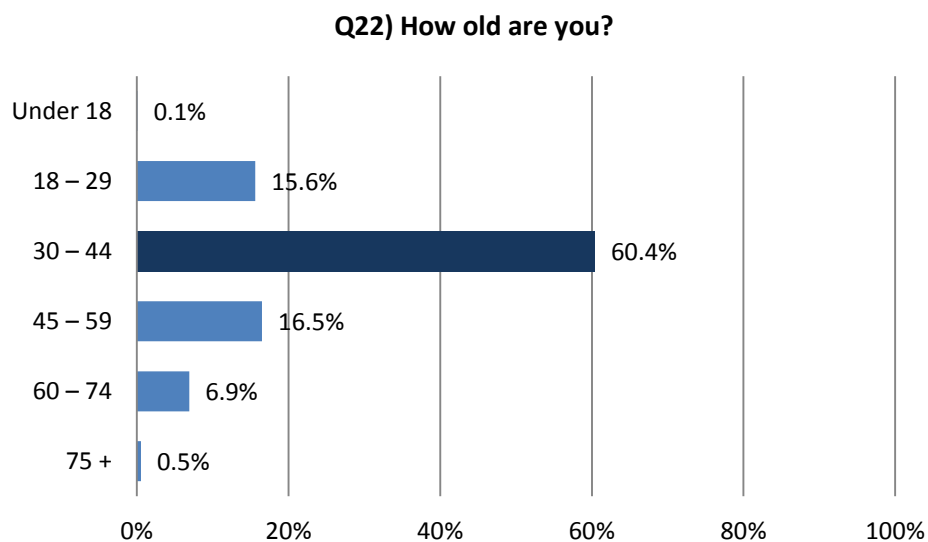
n = 1328 respondents



Age

The majority (60.4%) of respondents (798) who answered the question were aged 30 to 44, whilst the minority (0.1%) of respondents (one) was under the age of 18. The proportion of respondents who fit into the other categories of 18 – 29, 45 – 59 and 60 – 74 was fairly evenly split. Please note that these percentages, and those in Chart 24, discount the 4.2% (56) respondents who marked 'Prefer not to say'.

Chart 24 Age of respondent



n = 1321 respondents



Long standing illness or disability

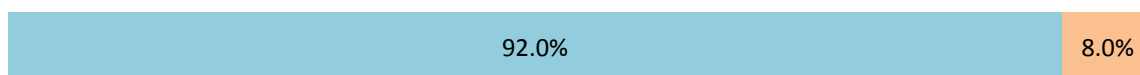
A considerable proportion (92.0%) of respondents (1195) who answered the question did not have a long standing illness or disability whilst 8.0% (104) of respondents stated they did. Please note that these percentages, and those in Chart 25 below, discount those 5.7% (78) respondents who marked 'Prefer not to say'.

Comparing this with the Warwickshire population, there is little difference, with 7.7% (41,946) of respondents declaring to have a long term health problem or disability; specifically declaring that their day to day activities are limited a lot, Census 2011 source*.

Chart 25 Long standing illness or disability of respondent

Q23) Do you have a long standing illness or disability?

■ No ■ Yes



n = 1299 respondents

*2011 Census question was 'Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months?' with options 'Yes, limited a lot', 'Yes', limited a little' and 'No'

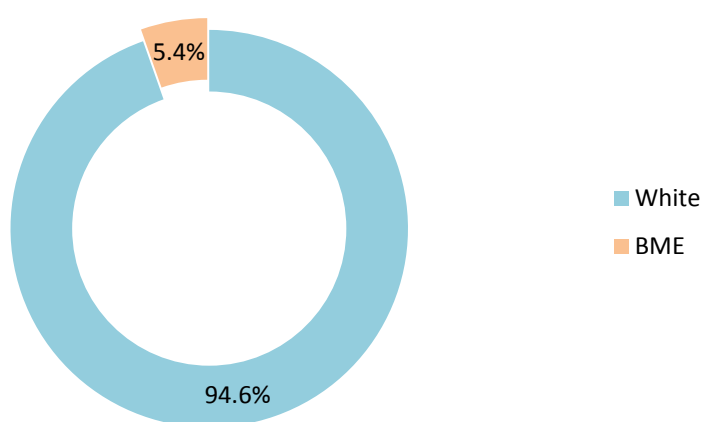


Ethnicity

The majority (93.3%) of respondents (1207) who answered the questionnaire marked themselves as being of 'White' ethnicity, with (5.4%) of respondents (69) being of BME (Black Minority Ethnic groups). Compared to the 2011 census, 94% of respondents aged 18 or older were of 'White Ethnicity' whilst 6% BME, thus making our survey sample representative of the ethnicity of the general Warwickshire population. Please note that these percentages, and those in the chart below, discount those respondents (84) who marked 'Other' and 'Prefer not to answer' (17).

Chart 26 Ethnicity of respondent

Q24) What is your ethnicity?



n = 1276 respondents

A detailed breakdown of all ethnicity types is shown in [Table 14](#) overleaf. This includes the 101 respondents who stated 'Other' and 'Prefer not to answer' taking the total number of respondents to 1377.



Table 14 Ethnicity of respondent

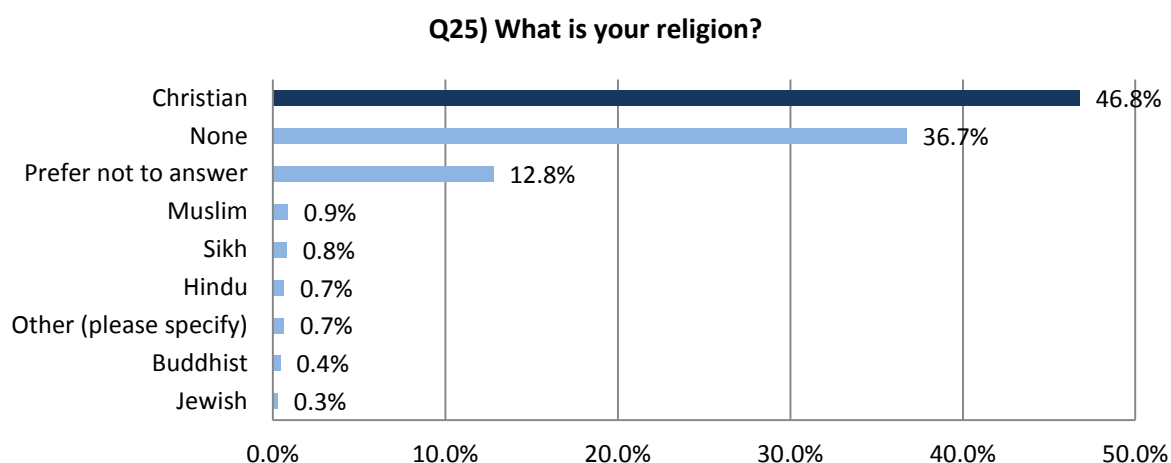
Ethnic Group	Number of respondents	% of respondents
White	1207	87.7%
White - English/Welsh/Scottish/Northern Irish/British	1149	83.4%
White - Irish	18	1.3%
White - Gypsy or Irish Traveller	1	0.1%
White - Any other background	39	2.8%
Mixed	21	1.5%
Mixed - White and Black Caribbean	3	0.2%
Mixed - White and Black African	0	0.0%
Mixed - White and Asian	10	0.7%
Mixed - Any other mixed background	8	0.6%
Arabic	0	0.0%
Asian or Asian British	41	3.0%
Asian or Asian British - Pakistani	2	0.1%
Asian or Asian British - Bangladeshi	0	0.0%
Asian or Asian British - Chinese	11	0.8%
Asian or Asian British - Indian	24	1.7%
Asian or Asian British - Any other background	4	0.3%
Black or Black British	7	0.5%
Black or Black British - African	1	0.1%
Black or Black British - Caribbean	6	0.4%
Black or Black British - Any other background	0	0.0%
Any other Ethnic group	0	0.0%
Prefer not to answer	84	6.1%
Other (please specify)	17	1.2%



Religion

Under half (46.8%) of respondents (644) stated their religion as 'Christian', the second largest proportion (36.7%) of respondents (506) stated 'None' and 12.8% (176) marked 'Prefer not to answer'. Less than one percent of the remaining 51 respondents fitted into other categories. Census data (2011) states Christian is the main religion stated (64.5%) with 24.1% No religion and 6.8% None stated. This points to a greater than Warwickshire population bias towards respondents being non-religious.

Chart 27 Religion of respondent

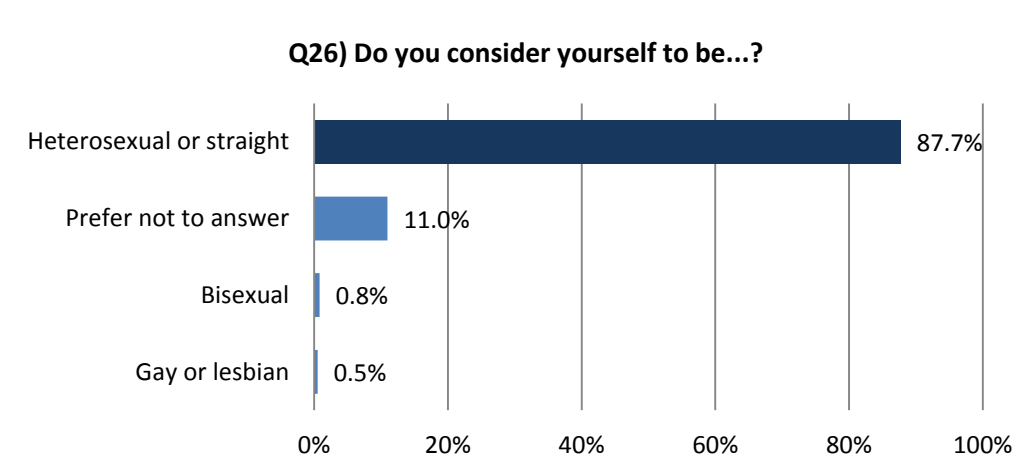


n = 1377 respondents

Sexuality

The majority (87.7%) of respondents (1208) stated they were 'Heterosexual or straight', 11.0% (151) 'Prefer not to answer', 0.8% (11) 'Bisexual' and lastly 0.5% (7) 'Gay or lesbian'. There was an 'Other (please specify)' category but none of the respondents chose this option.

Chart 28 Sexuality of respondent



n = 1377 respondents



Employment status

The two categories of ‘Employee in full-time job’ and ‘Employee in part-time job’ contributed to the majority of respondent’s answers with 62.8% (858) choosing either one of these to describe their employment status; 31.6% (432) respondents chose ‘Employee in part-time job’ whilst 31.2% (426) chose ‘Employee in full-time job’. The third highest number of respondents were ‘Looking after the home or family’ (218 or 16%).

Table 15 Employment status of respondent

Employment status	Number of respondents	% of respondents
Employee in full-time job	426	31.2%
Employee in part-time job	432	31.6%
Self-employed	86	6.3%
Full-time education at school, college or university	7	0.5%
Looking after the home or family	218	16.0%
Unemployed and available for work	18	1.3%
Not working due to illness or disability	21	1.5%
Wholly retired from work	68	5.0%
On a government supported training programme	1	0.1%
Prefer not to answer	56	4.1%
Other (please specify)	32	2.3%

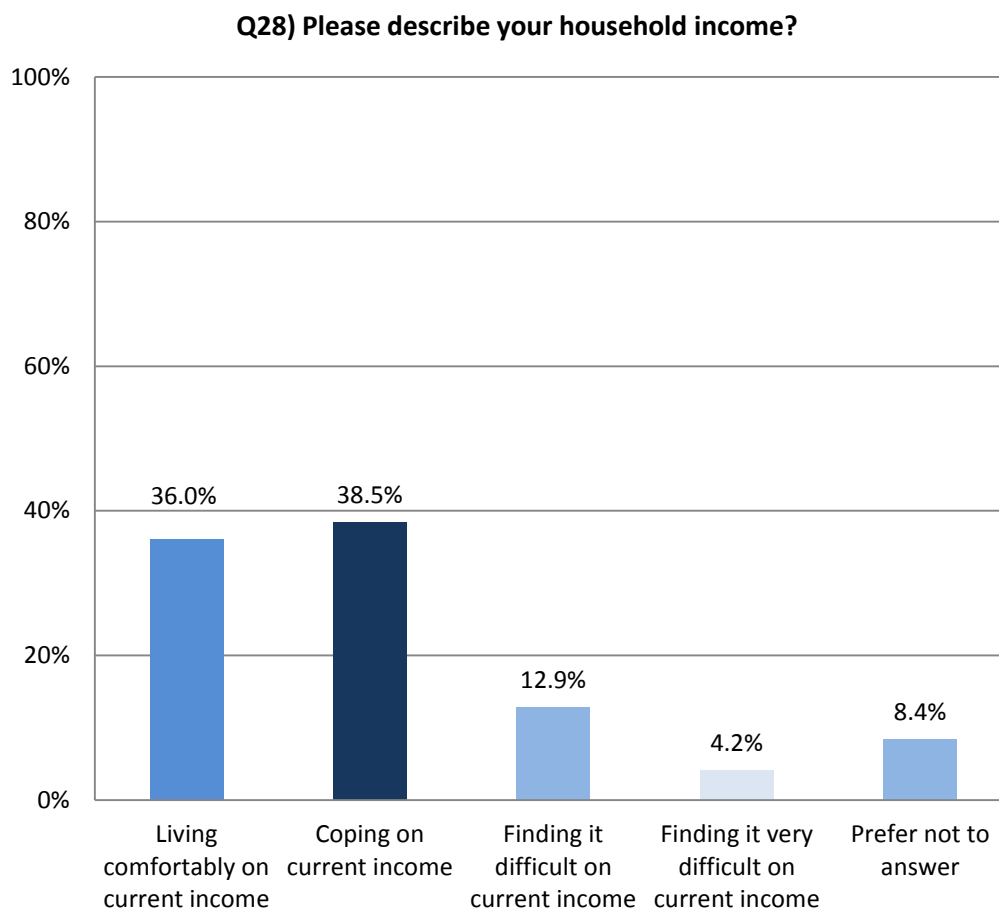
n=1365 respondents



Household income

The highest proportion (38.5%) of respondents (525) stated that they were 'Coping on current income', conversely, 4.2% of respondents (57) reported to 'Finding it very difficult on current income'.

Chart 29 Household income of respondent



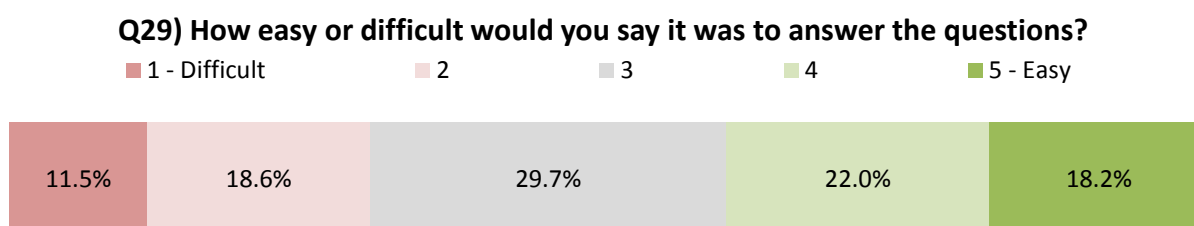
n = 1365 respondents



Ease of completing questionnaire

The highest proportion (29.7%) of respondents (405) stated that it was neither ‘Difficult’ nor ‘Easy’ to answer the questions on the questionnaire, scoring it 3 on the scale below. An average score of 3.2 for all respondents was calculated thus supporting the previous statement that it was neither distinctly ‘Difficult’ nor ‘Easy’. 40.2% (549) of respondents scored it either 4 or 5 indicating it was more ‘Easy’ than ‘Difficult’. Whilst, 30.1% (411) of respondents scored it 1 or 2 meaning it was more ‘Difficult’ than ‘Easy’. These figures exclude people who dropped out of the survey prior to the end, such as those who found it too difficult to continue or who took longer than 30 minutes per page to complete the questionnaire, thus timing out the survey.

Chart 30 Ease of completing questionnaire



n = 1365 respondents

Table 16 Other comments about completing questionnaire

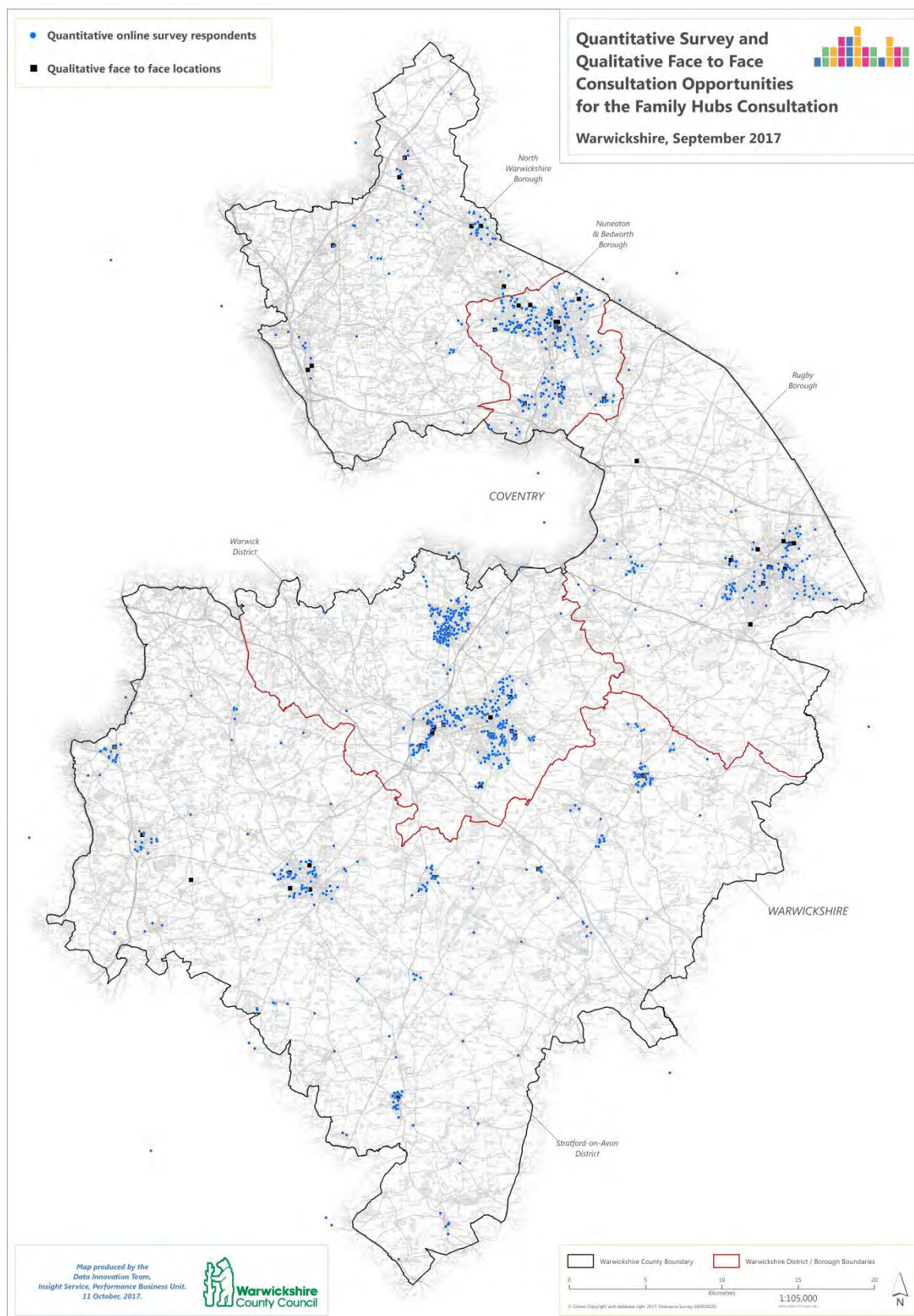
All comments made have been included below.

Themes identified	No. Comments	96
COMMENTS	Count	% Making comment
Survey was too long/took a long time to complete	29	30.2%
Survey/questions were poorly designed/worded	25	26.0%
Survey was difficult to answer/complete (for the less able)	18	18.8%
Questions were biased/leading	16	16.7%
Some questions were not relevant/appropriate (to me/Grandparents etc.)	9	9.4%
Final comment made (no box for this)	9	9.4%
Concerned that families/busy Mums etc. will not bother to complete the survey	8	8.3%
Survey was easy to answer/complete	8	8.3%
Positive comment about Children's Centres (services provided)	8	8.3%
Survey/questions were not designed for non-parents/general public	7	7.3%
Concerns over survey results (non-parents could skew/not a true reflection etc)	7	7.3%
Feel this is a very important issue	7	7.3%
Practical issues with survey (hard to locate survey/not easy on mobile phone/could not save and return etc.)	6	6.3%
Disliked/had problems with the star rating question	5	5.2%
Questions were repetitive	4	4.2%
Have used Children's Centres in the past (should be an option to state this)	3	3.1%
Other	4	4.2%

Produced by Matthew Wand (Insight Service) and Jenny Bevan (Children's Transformation Team)



APPENDIX A – Map 2 Locations of online and face to face respondents





APPENDIX B – Publicising of the consultation

<u>Channel</u>	<u>Detail</u>
External	
Ask Warwickshire	Dedicated consultation webpage regularly updated throughout the consultation period
Email	See email distribution list
Social Media	<p><u>WCC channels</u> FIS Facebook FIS Twitter – 1067 followers Warwickshire County Council Facebook Warwickshire County Council Twitter - 3813 followers Smart Start Facebook Smart Start Twitter - 246 followers Public Health Twitter – 1341 followers Warwickshire Democracy Twitter – 723 followers</p> <p><u>External channels</u> Online focus group held with members of Save Warwickshire Children’s Centres Facebook group Mum Knows Best Warwickshire Facebook group c.4840 members</p>
Face to face	95 face to face opportunities including 12 public consultation events - see activity table below.
Newsletters	<p><u>WCC channels</u> HeadsUp – 250 Warwickshire schools Warwickshire Weekly News – 2100 subscribers (public and WCC staff) Family Information Service (FIS) – Warwickshire Families Your Warwickshire - MPs/key stakeholder - 381 Public Health Newsletter – 100 subscribers Re:Member – 59 Elected members</p> <p><u>Other channels</u> WCAVA – Grapevine – voluntary sector organisation distribution list Warwickshire Race Equality Partnership (WREP) now called Equality and Inclusion Partnership (EQUIP) - voluntary sector organisation distribution list</p>
Media relations	4 news releases 1 editor’s letter - Rugby Observer 11 media enquiries
WCC libraries	Paper questionnaires available at Warwick library. Completed paper questionnaires could be handed in at any county library.
Internal	
Intranet	Headline article on homepage
MD briefing	Joint Managing Director briefing to all staff



Email Distribution List

- Schools heads with a Children’s Centre on site
- Children’s Centre managers to distribute to their users
- Staff briefing note via the 4 Children’s Centre heads
- CEO Parenting Project and Barnado’s Assistant Director – Midlands South
- Schools, Private, voluntary and independent nurseries (PVI) and other interested parties
- Members ALL
- Special Educational Needs and Disability (SEND) networks
- Registered childcare providers
- Health visitors, midwifery and Family Nurse Partnership
- Public Health, Smart Start consultees and grant receivers
- Local area teams
- Warwickshire Community And Voluntary Action (WCAVA) circulation
- Clinical Commissioning Groups, GPs and Health & Wellbeing Board
- Warwickshire Police
- Intranet – Warwickshire County Council staff
- Family Information Service staff

<u>Activity</u>	Number of consultees
Online quantitative questionnaire of which paper questionnaires returned	1558 153
12 Public consultation events	300+
44 Informal drop ins at children’s centres, baby and toddler groups with translators	280
21 Councillor Morgan centre drop ins	80+
5 Advisory Board meetings	35
23 Other meetings	80+
Letters and 120 emails to councillors and family hubs inbox	150+
20 Phone calls to the consultation phone number	20
Focus groups - 1 face to face to with staff 1 online with parents, carers, staff etc	9 45
6 Staff engagement roadshows	150+
6 Signed petitions from various campaign groups - paper or online including comments	7083
1 online survey created by Kenilworth resident	102



APPENDIX C – Subgroup analysis

Subgroup analysis for service provision

By District and Borough

Respondents in the North of the county (North Warwickshire Borough or Nuneaton & Bedworth Borough) were more likely to say Early Learning and Stay & Play were needed than those in the South of the county. Those in the South of the county were more likely to say the following were needed than those in the North:

- Peer support to parents and carers
- Access to family information
- Parenting courses
- Access to support for families with Special Educational Needs & Disability (SEND)
- Understanding finances/access to welfare
- Health and Wellbeing Services for advice on a range of issues such as healthy eating, child development, oral health, safety, exercise, emotional wellbeing
- Health Visiting
- School Health & Wellbeing Service
- Access to brief interventions for low mood/loneliness
- Access to mental health support for children and adults

Peer support to parents and carers – was more likely to be chosen as a ‘needed’ service by respondents in Warwick District than respondents in North Warwickshire Borough or Nuneaton & Bedworth Borough.

Speech, language and communication advice and support – was more likely to be chosen as a ‘needed’ service by respondents in Stratford-on-Avon District than Warwick District or North Warwickshire Borough.

Access to family information – was more likely to be chosen as a ‘needed’ service by respondents in Warwick District than North Warwickshire.

Attachment support programmes – was more likely to be chosen as a ‘needed’ service by respondents in Warwick District than Nuneaton & Bedworth Borough.

Parenting courses – was more likely to be chosen as a ‘needed’ service by respondents in Warwick District than North Warwickshire Borough or Nuneaton & Bedworth Borough.

Family support and advice – was more likely to be chosen as a ‘needed’ service by respondents in North Warwickshire Borough and Warwick District than Rugby Borough.

Mediation/relationship support – was more likely to be chosen as a ‘needed’ service by respondents in Warwick District than Nuneaton & Bedworth Borough, Rugby Borough or Stratford-on-Avon District.



Access to support for families with Special Educational Needs & Disability (SEND) – was more likely to be chosen as a ‘needed’ service by respondents in Warwick District than Nuneaton & Bedworth Borough or Rugby Borough.

Understanding finances/access to welfare – was more likely to be chosen as a ‘needed’ service by respondents in Warwick District than North Warwickshire Borough, Nuneaton & Bedworth Borough, Rugby Borough or Stratford-on-Avon District.

Debt advice – was more likely to be chosen as a ‘needed’ service by respondents in Warwick District than Nuneaton & Bedworth Borough, Rugby Borough or Stratford-on-Avon District.

Income maximisation & budgeting – was more likely to be chosen as a ‘needed’ service by respondents in Warwick District than Rugby Borough or Stratford-on-Avon District.

Housing advice – was more likely to be chosen as a ‘needed’ service by respondents in Warwick District than North Warwickshire Borough, Nuneaton & Bedworth Borough, Rugby Borough or Stratford-on-Avon District.

Health and Wellbeing Services for advice on a range of issues such as healthy eating, child development, oral health, safety, exercise, emotional wellbeing – was more likely to be chosen as a ‘needed’ service by respondents in Rugby Borough, Stratford-on-Avon District and Warwick District than North Warwickshire Borough or Nuneaton & Bedworth Borough.

Health Visiting – was more likely to be chosen as a ‘needed’ service by respondents in Warwick District than North Warwickshire and more likely in Stratford-on-Avon District than North Warwickshire Borough or Nuneaton & Bedworth Borough.

School Health & Wellbeing Service – was more likely to be chosen as a ‘needed’ service by respondents in Warwick District than North Warwickshire Borough or Nuneaton & Bedworth Borough.

Access to brief interventions for low mood/loneliness – was more likely to be chosen as a ‘needed’ service by respondents in Stratford-on-Avon District and Warwick District than North Warwickshire Borough or Nuneaton & Bedworth Borough.

Access to mental health support for children and adults – was more likely to be chosen as a ‘needed’ service by respondents in Warwick District than North Warwickshire Borough, Nuneaton & Bedworth Borough or Rugby Borough.

By those with children/without children/responding on behalf of an organisation

Those with children were more likely to choose Stay and Play than those without children and Library led activities more than those without children or responding on behalf of an organisation.

Those without children were more likely than those with children to choose:

- Understanding finances/access to welfare
- Debt advice
- Income maximisation & budgeting



- Support into employment (including adult education)
- Housing advice

These categories encompass more ‘practical’ than ‘emotional’ support.

Those without children were more likely than those with children or responding on behalf of an organisation to choose Mediation/relationship support and more likely than those responding on behalf of an organisation to choose Library led activities.

Those responding on behalf of an organisation were more likely than those with children to choose:

- Attachment support programmes
- Family support and advice
- Understanding finances/access to welfare
- Debt advice
- Support into employment (including adult education)

By age of children

Stay and play – was more likely to be chosen as a ‘needed’ service by parents/carers of 0-11 year olds than 17-19 year olds.

Library led activities– was more likely to be chosen as a ‘needed’ service by parents/carers of 0-2 year olds than 5-11 year olds.

Speech, language and communication advice and support – was more likely to be chosen as a ‘needed’ service by parents/carers of 3-4 year olds than 0-2 year olds.

Access to family information – was more likely to be chosen as a ‘needed’ service by parents/carers of 5-19 years olds than 0-2 year olds, and 12-16 year olds than 3-4 year olds.

Attachment support programmes – was more likely to be chosen as a ‘needed’ service by parents/carers of 3-19 year olds than 0-2 year olds.

Parenting courses – was more likely to be chosen as a ‘needed’ service by parents/carers of 0-11 year olds than 17-19 year olds.

Family support and advice – was more likely to be chosen as a ‘needed’ service by parents/carers of 5-16 year olds than 0-2 year olds, and 12-16 year olds than 3-4 year olds.

Mediation/relationship support – was more likely to be chosen as a ‘needed’ service by parents/carers of 3-19 year olds than 0-2 year olds, and 12-19 year olds than 5-11 year olds.

Access to support for families with Special Educational Needs & Disability (SEND) – was more likely to be chosen as a ‘needed’ service by parents/carers of 5-19 year olds than 17-19 year olds.

Understanding finances/access to welfare – was more likely to be chosen as a ‘needed’ service by parents/carers of 5-19 year olds than 0-2 year olds, and 12-19 year olds than 0-11 year olds.



Debt advice – was more likely to be chosen as a ‘needed’ service by parents/carers of 3- 19 year olds than 0-2 year olds, and 12-19 year olds than 0-11 year olds.

Income maximisation & budgeting – was more likely to be chosen as a ‘needed’ service by parents/carers of 3- 19 year olds than 0-2 year olds, and 12-19 year olds than 0-11 year olds.

Support into employment (including adult education) – was more likely to be chosen as a ‘needed’ service by parents/carers of 3- 19 year olds than 0-2 year olds, and 12-19 year olds than 0-11 year olds.

Housing advice – was more likely to be chosen as a ‘needed’ service by parents/carers of 3- 19 year olds than 0-2 year olds, and 12-19 year olds than 0-11 year olds.

School Health & Wellbeing Service – was more likely to be chosen as a ‘needed’ service by parents/carers of 3-4 year olds and 12-16 year olds than 0-2 year olds.

Access to brief interventions for low mood/loneliness – was more likely to be chosen as a ‘needed’ service by parents/carers of 12-19 year olds than 0-2 year olds, and 12-16 year olds than 5-11 year olds.

Parental support and education – was more likely to be chosen as a ‘needed’ service by parents/carers of 12-16 year olds than 0-2 year olds.

Health Visiting – interesting to note there were no real differences by age of child for the health visiting service being a ‘needed’ service. It was of equally high importance regardless of how old the respondents’ children were.

By whether children were in need of additional support or not

Those respondents whose children were in additional need of support were more likely to choose the following as ‘needed’ services than those whose children didn’t have additional needs:

- Speech, language and communication advice and support
- Access to family information
- Attachment support programmes
- Mediation/relationship support
- Access to support for families with Special Educational Needs & Disability (SEND)
- School Health & Wellbeing Service

Those respondents whose children were not in additional need of support were more likely to choose Library led activities than those whose children have additional needs.



Subgroup analysis for service provision

By dis/agreement with Family Hubs idea

Those who agreed with the idea of Family Hubs were not more likely to choose any particular service compared with those who disagreed with the idea of Family Hubs.

Those who disagreed with the idea of Family Hubs were more likely than those who agreed with the idea of Family Hubs to choose the following:

- Early learning
- Stay & Play
- Library led activities
- Peer support to parents and carers
- Speech, language and communication advice and support
- Access to family information
- Attachment support programmes
- Parenting courses
- Access to brief interventions for low mood/loneliness

Subgroup analysis for Family Hubs idea

Those with older children or who agreed with the statement 'I would find it more convenient if services were all in one place' or who don't currently use Children's Centres significantly prefer the idea of Family Hubs (statistically significant at 95% level of confidence). Staff preferred the idea of Family Hubs to parents.

Warwickshire Children



Putting children at the heart of all we do.

What Warwickshire Told Us About the Family Hubs Proposal 2017 – Comments and Suggestions Report





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Introduction

The online survey was launched at midday on Thursday 29th June and closed at midnight on Monday 11th September covering an 11 week period of consultation. The survey was hosted by SurveyMonkey and was the primary consultation method. For the full detail of this report please see the document called 'What Warwickshire Told Us About the Family Hubs Proposal 2017 - Online Survey Report'.

A total number of 1,558 respondents shared their opinion on one or more questions in the online survey. This number does not include those who only provided answers for the first 6 demographic questions and did not share their opinions on any of the proposal related questions e.g. what services are required (Q7) or what their opinion is of Family Hubs (Q8). 153 paper questionnaires were returned and these are included in the total figures (10% of the total sample). Paper questionnaires were available at the public consultation events, were distributed to Children's Centres to be handed out to those unable to complete the online survey, on request via the dedicated phone line and in Warwick library. All Children's Centre managers were sent an electronic version and some chose to print off more copies for their parents. Respondents' responses for each of the 28 questions have been analysed (covering 15 demographic questions and 13 opinion based questions) and the findings are shown in this report. Please note the base size for each question differs depending on how many people answered the question. Incomplete questionnaires were included in the analysis, as long as at least Q7 or Q8 was answered. Paper questionnaires were entered into SurveyMonkey and have been included in 'online survey' figures.

There were a number of opportunities throughout the survey where respondents could provide their comments in their own words, also known as qualitative data. This was supplemented with 95 face to face opportunities across the county where Children's Transformation colleagues spoke to parents, grandparents, carers, staff and members of the public to have an input into the consultation. These mainly covered the period of 29th June to 11th September 2017, with some before and after to ensure those with scheduled meetings were able to formally input into the consultation. There were some very marked differences between districts and boroughs as well as some similar themes. These will be explored by area in the following report.



Comments made in online survey

Respondents were given multiple opportunities throughout the survey to share their thoughts, ideas, comments and suggestions. From the way the questionnaire was answered it became clear that people did not always want to answer the specific question being asked at that time, but rather would like to share their general feelings on the proposal. This can be seen in some of the comments below where the responses do not necessarily relate to the question asked. Please note, where reference is made to the 'online survey' in this report this includes those who completed the questions on paper questionnaires as both online and paper versions had identical questions.

How do people feel about the idea of Family Hubs

Seven in 10 online survey respondents disagreed with the idea of Family Hubs. More detail behind the reasons can be found in Table 1 below:

Table 1 Comments on Family Hubs idea

All comments made by 10 or more respondents have been included, except for specific location comments which have all been included, regardless of how few people said them.

Themes identified	Total no. comments	900
ACCESS	Count	% Making comment
Concerns about distance to travel (no transport/car/need to walk)	347	38.6%
Concerns about access (unspecified)	86	9.6%
Concerns that those living in more affluent areas will miss out (all areas require support)	69	7.7%
Concerns about availability of public transport	53	5.9%
Concerns about the cost of travel	45	5.0%
Concerns for those who live in rural areas/remotely	41	4.6%
Concerns about difficulties when travelling (with small children)	38	4.2%
SUPPORT		
Concerns that this proposal will not safeguard/support (vulnerable) children/families	234	26.0%
Concerns that people will be discouraged from using/won't be comfortable/won't attend	119	13.2%
Young children (0-5 years) will miss out/not receive attention/support required	88	9.8%
Concerns over lack of social interaction/becoming isolated	72	8.0%
Concerns over the range of ages catered for/too wide (in the Family Hubs)	68	7.6%
Concerned that there will be less contact with local children/families	47	5.2%
Concerns over the large number who will access hubs (waiting lists/overcrowding)	41	4.6%
Cutting support for children/families will cause long term (future) issues	40	4.4%



Themes identified	Total no. comments	900
Concerns that low income families (in poverty) will be disadvantaged	31	3.4%
Concerns that the venue/building may not have suitable facilities/resources	28	3.1%
Concerns over safety of young children (0-5 years) in the Family Hub environment	25	2.8%
Early Years Intervention (0-5 years) should be priority	21	2.3%
People prefer smaller Centres	15	1.7%
Family Hubs would not be able to provide incidental support (problems may be missed)	10	1.1%
SERVICE		
Services/Centres/Hubs should be local (unspecified)	141	15.7%
The Children's Centres are good/well used/needed/important	138	15.3%
Concerned that fewer (quality) services will be offered (as too thinly stretched)	112	12.4%
12/the number of Family Hubs is not enough	72	8.0%
The Children's Centres should stay as they are (keep them open)	71	7.9%
A Family Hub/Children's Centre/support should be in every community	37	4.1%
Stupid idea/should not be allowed to happen/negative impact	32	3.6%
Need more information about the services that will be provided (by who/need to advertise etc.)	29	3.2%
Concerns that the Family Hubs will not be located evenly/spread through county	21	2.3%
Some locations suggested are not in areas of most need	15	1.7%
Need more services, not less	15	1.7%
Poor choice of (some) proposed locations	14	1.6%
SPECIFIED LOCATION COMMENTS		
Kenilworth area concerns/hub allocation insufficient	54	6.0%
Concerns about locating a Family Hub in Alcester (specified)	38	4.2%
Stratford-on-Avon area concerns/hub allocation insufficient	27	3.0%
Shipston area concerns/hub allocation insufficient	13	1.4%
Southam area concerns/hub allocation insufficient	9	1.0%
Riversley (Centre) area concerns/hub allocation insufficient	8	0.9%
Wellesbourne (Wellies) area concerns/hub allocation insufficient	8	0.9%
Rugby area concerns/hub allocation insufficient	7	0.8%
Nuneaton/Bedworth area concerns/hub allocation insufficient	4	0.4%
Lighthorne Heath area concerns/hub allocation insufficient	4	0.4%
Kingsway area concerns/hub allocation insufficient (better than Sydenham)	4	0.4%
Bulkington area concerns/hub allocation insufficient	4	0.4%
Ladybrook (Centre) area concerns/hub allocation insufficient	3	0.3%
Other specified location concerns/hub allocation insufficient	3	0.3%



Themes identified	Total no. comments	900
Warwick District area concerns/hub allocation insufficient	2	0.2%
North Warwickshire area concerns/hub allocation insufficient	2	0.2%
Leamington area concerns/hub allocation insufficient	2	0.2%
Atherstone area concerns/hub allocation insufficient	2	0.2%
Wolston area concerns/hub allocation insufficient	2	0.2%
Studley area concerns/hub allocation insufficient	1	0.1%
POSITIVE COMMENT ABOUT FAMILY HUBS		
Family Hub is a good idea/sounds good/agree	54	6.0%
Family Hub is a good idea BUT keep the Children's Centres (services) as well	34	3.8%
Family Hubs will be good for older children	20	2.2%
Family Hubs will provide good services/help (together)	20	2.2%
STAFF		
In Family Hubs we would lose familiar faces/points of contact	35	3.9%
Concerns over the quality of (trained/professional) staff at hubs	23	2.6%
Concerns over the lower number of staff (job losses)	18	2.0%
FUNDING and COSTS		
Appreciate the need to save money/rationalise	34	3.8%
Concerns about funding cuts (should be made elsewhere)	31	3.4%
Concerns over the financing of Family Hubs	11	1.2%

The top three comments made in response to this question were:

- Concerns about distance to travel (no transport/car/need to walk) (347 people)
- Concerns that this proposal will not safeguard/support (vulnerable) children/families (234 people)
- Services/Centres/Hubs should be local (unspecified) (141 people)

The primary reason respondents disagreed with the idea of Family Hubs is because of difficulties travelling to services. If the Family Hub model is to be implemented, it is important to consider the use of outreach services in local communities to strengthen Family Hub model and minimise the distance people will have to travel to receive services in the future.

Respondents were concerned about the proposed model leaving children and families unsafe or unsupported which reinforces how important supportive services are to people. Steps should be taken when implementing the revised model to ensure safeguarding is a top priority, alongside the delivery of valuable services for children, especially the under 5s.

The importance of Children's Centres was emphasised and a desire to not lose the local, quality service delivered through them. The need for services to be of good quality and local should be a key part of the revised model.



The main area where respondents had concerns about insufficiency was in Kenilworth, which was not proposed as a Family Hub. Consideration should be given as to how the needs of Kenilworth residents can be met in the revised model. During the consultation period, representatives from the community in Kenilworth came forward to offer their support to a community-run St John's centre. It may be necessary for the County Council to provide advice and guidance to communities who are willing to take over the running of their local centre.

Concerns were raised about Alcester as a Family Hub location and in fact across Stratford-on-Avon District there were a number of localised concerns including Shipston, Southam, Wellesbourne and Lighthorne Heath. The revised model should pay due regard to these concerns and consider whether more Family Hubs should be situated in Stratford-on-Avon District. In those areas where the decision is not to locate a Family Hub, consideration should be given as to how the needs of those communities can be met, particularly in partnership with the communities themselves.



The number of Family Hubs proposed for each area

In each district / borough, more than 40% of online survey respondents slightly, or strongly, disagreed with the proposed number of family hubs in the five areas.

Table 2 Comments on the number of proposed Family Hubs

All comments made by 10 or more respondents have been included, except for specific location comments which have all been included, regardless of how few people said them, and the top comment made under the heading group 'positive comments about Family Hubs', to reflect those people's views.

Themes identified	Total no. comments	762
ACCESS	Count	% Making comment
Concerns about distance to travel (no transport/car/need to walk)	206	27.0%
Concerns for those who live in rural areas/remotely	57	7.5%
Concerns about availability of public transport	46	6.0%
Concerns about access (unspecified)	42	5.5%
Concerns that those living in more affluent areas will miss out (all areas require support)	27	3.5%
Concerns about the cost of travel	22	2.9%
Concerns about difficulties when travelling (with small children)	18	2.4%
SERVICE		
12/the number of Family Hubs is not enough	150	19.7%
Concerns that the Family Hubs will not be located evenly/spread through county	65	8.5%
Services/Centres/Hubs should be local (unspecified)	58	7.6%
Concerned that fewer (quality) services will be offered (as too thinly stretched)	51	6.7%
The Children's Centres should stay as they are (keep them open)	45	5.9%
The Children's Centres are good/well used/needed/important	43	5.6%
Stupid idea/should not be allowed to happen/negative impact	37	4.9%
Not familiar with/don't know about all areas	35	4.6%
Some locations suggested are not in areas of most need	21	2.8%
A Family Hub/Children's Centre/support should be in every community	16	2.1%
Need more Hubs in central locations	16	2.1%
Need more information about services that will be provided (by who/need to advertise)	16	2.1%
Poor choice of (some) proposed locations	13	1.7%
How were the areas/hub locations decided (number of families/social demographics etc.)	12	1.6%



Themes identified	Total no. comments	762
SUPPORT		
Concerns that this proposal will not safeguard/support (vulnerable) children/families	121	15.9%
Concerns that people will be discouraged from using/won't be comfortable/won't attend	63	8.3%
Comment about increasing population/new housing development	36	4.7%
Concerns over lack of social interaction/becoming isolated	35	4.6%
Concerns that low income families (in poverty) will be disadvantaged	31	4.1%
Young children (0-5 years) will miss out/not receive attention/support required	25	3.3%
Cutting support for children/families will cause long term (future) issues	16	2.1%
Concerned that there will be less contact with local children/families	12	1.6%
SPECIFIED LOCATION COMMENTS		
Kenilworth area concerns/hub allocation insufficient	110	14.4%
Stratford-on-Avon area concerns/hub allocation insufficient	96	12.6%
Concerns about locating a Family Hub in Alcester (specified)	54	7.1%
North Warwickshire area concerns/hub allocation insufficient	35	4.6%
Nuneaton/Bedworth area concerns/hub allocation insufficient	28	3.7%
Rugby area concerns/hub allocation insufficient	16	2.1%
Southam area concerns/hub allocation insufficient	15	2.0%
Shipston area concerns/hub allocation insufficient	13	1.7%
Warwick District area concerns/hub allocation insufficient	12	1.6%
Other specified location concerns/hub allocation insufficient	10	1.3%
Kingsway area concerns/hub allocation insufficient (better than Sydenham)	8	1.1%
Riversley (Centre) area concerns/hub allocation insufficient	8	1.1%
Leamington area concerns/hub allocation insufficient	8	1.1%
Wellesbourne (Wellies) area concerns/hub allocation insufficient	5	0.7%
Bulkington area concerns/hub allocation insufficient	5	0.7%
Lighthorne Heath area concerns/hub allocation insufficient	4	0.5%
Atherstone area concerns/hub allocation insufficient	4	0.5%
Studley area concerns/hub allocation insufficient	2	0.3%
Wolston area concerns/hub allocation insufficient	2	0.3%
Ladybrook (Centre) area concerns/hub allocation insufficient	1	0.1%
FUNDING and COSTS		
Concerns about funding cuts (should be made elsewhere)	18	2.4%
STAFF		
In Family Hubs we would lose familiar faces/points of contact	11	1.4%
POSITIVE COMMENTS ABOUT FAMILY HUBS		
Family Hub is a good idea/sounds good/agree	8	1.1%



The top three comments made at this question were:

- Concerns about distance to travel (no transport/car/need to walk) (206 people)
- 12/the number of Family Hubs is not enough (150 people)
- Concerns that this proposal will not safeguard/support (vulnerable) children/families (121 people)

The concern is that if there are fewer Family Hubs than there are currently Children's Centres, people will have to travel further to receive services. This poses the question of whether the future model can either maintain or increase the number of locations from which services are delivered.

There is a strong objection to the proposal to have 12 Family Hubs when there are currently 39 Children's Centres. Serious consideration should be given to increasing this number, particularly in Stratford-on-Avon District where a single Hub in Alcester was most strongly contested.

Fewer Children's Centres was regarded by consultation respondents as a reduction in support for vulnerable families which may expose them to safeguarding issues if there is reduced contact with Children's Centre staff. With fewer Family Hubs it is important that the revised model seeks to minimise staff redundancies so that the trained professionals can carry out their support, advice and guidance from outreach sites, as well as the Family Hub sites. This will help to maximise vulnerable families' exposure to staff with the skills to help them and keep their families safe.



Extent to which location meets needs

In each district / borough, more than 40% of the online survey respondents slightly, or strongly, disagreed with the proposed locations of family hubs in the five areas. It is important to note that for the majority of areas, one third of responses were indifferent.

Table 3 Comments on extent to which location meets needs

All comments made by 10 or more respondents have been included, except for specific location comments which have all been included, regardless of how few people said them, and the top comment made under the heading group 'funding and costs', to reflect those people's views.

Themes identified	Total no. comments	615
	Count	% Making Comment
ACCESS		
Concerns about distance to travel (no transport/car/need to walk)	269	43.7%
Concerns about availability of public transport	45	7.3%
Concerns for those who live in rural areas/remotely	31	5.0%
Concerns about the cost of travel	26	4.2%
I could access (as I live nearby proposed hub) but others may not	26	4.2%
Concerns about difficulties when travelling (with small children)	21	3.4%
Concerns about access (unspecified)	20	3.3%
Concerns that those living in more affluent areas will miss out (all areas require support)	20	3.3%
Concerns about problems parking	10	1.6%
SPECIFIED LOCATION COMMENTS		
Kenilworth area concerns/hub allocation insufficient	109	17.7%
Concerns about locating a Family Hub in Alcester (specified)	72	11.7%
Stratford-on-Avon area concerns/hub allocation insufficient	52	8.5%
Other specified location concerns/hub allocation insufficient	30	4.9%
Nuneaton/Bedworth area concerns/hub allocation insufficient	21	3.4%
Shipston area concerns/hub allocation insufficient	20	3.3%
Southam area concerns/hub allocation insufficient	16	2.6%
Kingsway area concerns/hub allocation insufficient (better than Sydenham)	15	2.4%
Riversley (Centre) area concerns/hub allocation insufficient	14	2.3%
Rugby area concerns/hub allocation insufficient	10	1.6%
Warwick District area concerns/hub allocation insufficient	9	1.5%
Wellesbourne (Wellies) area concerns/hub allocation insufficient	7	1.1%
Atherstone area concerns/hub allocation insufficient	7	1.1%
North Warwickshire area concerns/hub allocation insufficient	6	1.0%
Studley area concerns/hub allocation insufficient	5	0.8%
Leamington area concerns/hub allocation insufficient	4	0.7%
Lighthorne Heath area concerns/hub allocation insufficient	3	0.5%
Bulkington area concerns/hub allocation insufficient	2	0.3%



Themes identified	Total no. comments	615
Ladybrook (Centre) area concerns/hub allocation insufficient	2	0.3%
Bedworth area concerns/hub allocation insufficient	1	0.2%
SUPPORT		
Concerns that people will be discouraged from using/won't be comfortable/won't attend	81	13.2%
Concerns that this proposal will not safeguard/support (vulnerable) children/families	79	12.9%
Concerns that the venue/building may not have suitable facilities/resources	19	3.1%
Concerns over lack of social interaction/becoming isolated	19	3.1%
Concerns that low income families (in poverty) will be disadvantaged	18	2.9%
Young children (0-5 years) will miss out/not receive attention/support required	15	2.4%
Comment about increasing population/new housing development	13	2.1%
Cutting support for children/families will cause long term (future) issues	11	1.8%
SERVICE		
The Children's Centres are good/well used/needed/important	57	9.3%
Services/Centres/Hubs should be local (unspecified)	48	7.8%
Concerns that the Family Hubs will not be located evenly/spread through county	39	6.3%
12/the number of Family Hubs is not enough	32	5.2%
Concerned that fewer (quality) services will be offered (as too thinly stretched)	31	5.0%
The Children's Centres should stay as they are (keep them open)	28	4.6%
Not familiar with/don't know about all areas	22	3.6%
Need more Hubs in central locations	20	3.3%
Stupid idea/should not be allowed to happen/negative impact	20	3.3%
Poor choice of (some) proposed locations	13	2.1%
Need more information about services that will be provided (by who/need to advertise)	10	1.6%
STAFF		
In Family Hubs we would lose familiar faces/points of contact	17	2.8%
GENERAL COMMENTS		
Poorly worded question/unclear/do not understand	13	2.1%
FUNDING and COSTS		
Concerns about funding cuts (should be made elsewhere)	7	1.1%



The top five comments made at this question were:

- Concerns about distance to travel (no transport/car/need to walk) (269 people)
- Kenilworth area concerns/hub allocation insufficient (109 people)
- Concerns about locating a Family Hub in Alcester (specified) (72 people)
- Stratford-on-Avon area concerns/hub allocation insufficient (52 people)
- Concerns that people will be discouraged from using/won't be comfortable/won't attend (81 people)

The highest number of people had concerns about the distance they would have to travel to access services at Family Hubs, which reiterates how important a sufficient outreach or spoke model will be to fill the gaps between Family Hubs.

There were specific concerns in a number of areas, with the Kenilworth area having the highest number of concerns that the hub allocation is insufficient. If the budget does not allow for a Family Hub in Kenilworth, siting a spoke or providing an outreach point in the town would provide a level of support to residents they do not feel they would be getting in the proposed model.

Imagining that the future model would include the introduction of a Family Hub type service offer, there was a large proportion of specific concerns about locating such a Family Hub in Alcester and more general opposition regarding insufficient hub allocation across the Stratford-on-Avon District. The new model needs to take into account both the resistance to siting Stratford District's Family Hub in Alcester, to match with the 'proof of concept' Community Hub opening there in Autumn 2017, and there only being one for the whole of the geographically largest District/Borough in Warwickshire. The decision to place a Community Hub in Alcester has been reached outside of this consultation process. 'Proof of concept' locations were based on a different set of requirements to those of Family Hubs. For more information on Let's Talk Community Hubs please contact Tejay De Kretser on tejaydekretser@warwickshire.gov.uk or (01926) 476860. Respondents to this consultation made it clear that they think there are more needs in other towns in Stratford-on-Avon District and therefore more hubs in different towns to Alcester are needed. The new model should have regard to this strength of feeling.

If the locations do not meet people's needs there were concerns that people will be discouraged from using them, will not be comfortable attending and so will not attend. Throughout the consultation the focus was on preserving services over buildings but there was a clear voice that the buildings themselves are conducive to the service being delivered. In some areas there may be community venues which are suitable alternatives to the current Children's Centres but respondents who spoke at face to face opportunities felt strongly that due consideration should be given to the appropriate use of buildings for outreach services.



Alternative uses for Children’s Centres

Respondents were asked what the centres not proposed to be converted into Family Hubs could be used for.

Table 4 Alternative uses for Children’s Centres

All suggestions & comments have been included.

Themes identified	Total no. comments	1019
SUGGESTION	Count	% Making comment
The Children's Centres should stay as they are (keep them open)	453	44.5%
Stay and Play	128	12.6%
Suggest building is shared with other (non-profit) services/agencies (job search/CAB/food bank etc.)	122	12.0%
Suggest the building could be hired out for other uses (Scouts/Brownies/parties/offices etc.)	117	11.5%
Use for nursery/playgroup	87	8.5%
Health Visitor	74	7.3%
Mother and Baby Groups	67	6.6%
Suggest Children's Centres are run by volunteers/parents	61	6.0%
Suggest Children's Centres are taken over/run by/linked to schools	61	6.0%
Let the community use them/community groups (all/general public) etc.	59	5.8%
Suggest the building is used for health related services/classes (exercise/nutrition/nurse etc.)	56	5.5%
Parenting classes	52	5.1%
Education purposes (all mentions)	50	4.9%
Youth Groups/Centres (for older children)	50	4.9%
Drop in centre/facility (unspecified)	48	4.7%
Should ask for voluntary donations for use of (existing) Children's Centres	30	2.9%
Suggest Children's Centres are run by charities	27	2.7%
Sell the building/land to generate funds (for (council) housing)	27	2.7%
Speech Therapy sessions	26	2.6%
Café/Coffee Shop	26	2.6%
Other (family/parent) support mentioned	25	2.5%
Keep Children's Centres open part-time	25	2.5%
Suggest the building is used for before/after school/holiday clubs/weekends	24	2.4%
Breast Feeding Support	22	2.2%
Suggest the Children's Centres are run/financed/sponsored by a private company	22	2.2%
Midwife Clinic	21	2.1%
Other (family/child) activity/group mentioned	17	1.7%
Baby massage	13	1.3%



Themes identified	Total no. comments	1019
Suggest the building is used for the Family Hub	8	0.8%
Suggest could be used for the elderly/day centre etc.	7	0.7%
Suggest could be used as a shelter for the homeless	5	0.5%
Should be return to the local Authority/Council/other owner	5	0.5%
Suggest could be used for respite care	4	0.4%
Could be utilised by childminders	4	0.4%
COMMENTS		
Concerns about vulnerable children/families (low income etc.)	140	13.7%
Early Years Intervention/care/support (0-5 years) should be priority	117	11.5%
Concerns about distance to travel (Family Hubs not local)	103	10.1%
Concerns over lack of social interaction/becoming isolated	102	10.0%
Comment about funding (Centres/hubs paid for)/raising funds	101	9.9%
Need (to retain) trained/professional/experienced staff	101	9.9%
Other comment about specific location/area/centre	61	6.0%
Should retain a service in Kenilworth	61	6.0%
Legal requirement (Sure Start etc.)	56	5.5%
Concerns that mental health issues may be missed/not supported (incl. post-natal depression etc.)	48	4.7%
Using volunteers is not acceptable/suitable (cannot replace trained professionals)	45	4.4%
Concerns about (retaining) outreach services/use building for	44	4.3%
Concerned that there will be less contact with local children/families	40	3.9%
Concerns about support for SEND children	35	3.4%
Funding for (existing) Children's Centres should be increased	21	2.1%
Concerns that the proposed venue/building may not have suitable facilities/resources	9	0.9%
Concerns about the number of volunteers (insufficient)	2	0.2%
Other	25	2.5%

The top five suggestions were:

- The Children's Centres should stay as they are (keep them open) (453 people)
- Stay and Play (128 people)
- Suggest building is shared with other (non-profit) services/agencies (job search/CAB/food bank etc.) (122 people)
- Suggest the building could be hired out for other uses (Scouts/Brownies/parties/offices etc.) (117 people)
- Use for nursery/playgroup (87 people)

Respondents were keen to emphasise that the Children's Centres should stay as they are. With a £1.12 million reduction in the budget this is not a viable option without a cut in service delivery from the centres. The previous Children's Centre consultation in 2013 saved £2.3 million whilst keeping all 39 centres open. At the face to face opportunities, this consultation uncovered a corresponding



reduction in service levels, disproportionately in North Warwickshire Borough. A key element in the consultation proposal was a desire to prioritise services over buildings.

Maintaining the provision of stay and plays is a message which has been reiterated in a number of ways and the new model should pay due regard to its importance. Suggestions to share the buildings, hire them out or be used for nurseries/playgroups are options to be explored by the Transformation Team once a decision is made on the future model.

There were a high number of comments on this question which did not refer to alternative uses. The detail is available but will not be discussed here as they do not add to the debate around alternative suggestions for use.



Current and future access to services

The majority (88%) of online survey respondents currently access 'Children's Centres' and 94% would feel comfortable accessing these in the future. 17% of respondents would not feel comfortable accessing services for children and families at Family Hubs in the future. This compares with 20% who would not feel comfortable with leisure centres and 11% who would not feel comfortable accessing services for children and families at community centres in future. Furthermore, 2% of people would not feel comfortable accessing services from Children's Centres in the future.

Table 5 Comments about places currently accessed/feel comfortable accessing in future

All comments made have been included below.

Themes identified	Total no. comments	900
COMMENTS	Count	% Making comment
Do not use any place/service (no children/employee etc.)	37	25.0%
Other venues may not have suitable facilities/resources	27	18.2%
Positive comment about using a Children's Centre (safe/welcoming/private/staff etc.)	26	17.6%
Concerns/comment about accessing the venues (travel)	23	15.5%
Medical settings (GP/hospital) are not appropriate	13	8.8%
Concerns over location of other venues	13	8.8%
Experienced staff must be available	13	8.8%
Churches/religious settings are not appropriate (concerns over using)	12	8.1%
Concerns about others who may access the venue/safety	12	8.1%
Concerns that families will not receive suitable support	11	7.4%
Concerns over confidentiality at other venues	7	4.7%
Suitability of venue is dependent on the type of service	7	4.7%
Concerns over the capacity/available places at venue suggested	6	4.1%
Funding/costs need to be considered	5	3.4%
School/nursery settings are not appropriate (concerns over using)	4	2.7%
Libraries are not appropriate (lack of facilities/children too disruptive)	4	2.7%
Concerns over cleanliness of other venues	4	2.7%
Communities could (successfully) make use of other venues	3	2.0%
Suggested venue may not be available/open full-time	2	1.4%
Cannot comment about Family Hubs (as we have not got any)	2	1.4%
None are needed	2	1.4%
Other	14	9.5%



The top three comments made (excluding those who say they do not use services for children and families) were:

- Other venues may not have suitable facilities/resources (27 people)
- Positive comment about using a Children's Centre (safe/welcoming/private/staff etc.) (26 people)
- Concerns/comment about accessing the venues (travel) (23 people)

People felt that Children's Centres were safe and welcoming and had concerns that other venues may not be as suitable for services for children and families to be delivered from. The new model should have regard to the outreach venues the current providers are already using and seek to maintain this supplementary network where the budget allows. The new venues need to be on a par in terms of transport accessibility as existing venues.

Those who say they do not use Children's Centres were more likely than users to say they would feel comfortable accessing services for children and families at Family Hubs, halls attached to other places of worship e.g. mosque, temple, libraries or leisure centres. There were no differences between users and non-users for community centres, village halls, church halls, hospitals or schools. Concerns were raised by a few individuals at public consultation events that venues linked to religious organisations would be off-putting to many Children's Centre users. These concerns were not borne out in the comments made in the online survey as only 12 people mentioned this.



Understanding more about what matters to people

The online survey statements were as follows:

- Delivering services for children and families close to my home is essential to me (86.1% agree)
- I would be happy to access services for children and families from somewhere other than Children's Centres (62.7% agree)
- I would find it more convenient if services were all in one place (51.8%)
- I am aware of the range of services which are delivered by voluntary and community organisations within my local area (46.8%)
- I currently access services/ support (such as a parent and toddler group or an informal network of friends) which are delivered through a local voluntary or community group (46.2%)
- I am aware of the opportunities to volunteer my time to support the delivery of services in my local area (44.4%)

Although only 44.4% (620) of online survey respondents said they would be 'happy' to access services for children and families from somewhere other than Children's Centres, the majority of respondents said they would be 'comfortable' receiving services at places such as libraries (82%), GP practices (73%), village halls (74%) etc. as discovered in the question asking about future access to services.

Table 6 Comments about what matters to people

All comments made have been included below.

Themes identified	Total no. Comments	205
COMMENTS	Count	% Making comment
Using volunteers is not acceptable/suitable/cannot replace trained professionals (needed)	54	26.3%
Concerns about distance to travel	34	16.6%
I do not access (personally)/staff/not a service user	31	15.1%
The Children's Centres are good/well used/needed/important	28	13.7%
Children's Centres provide a quality service/better than when community run (poor)	27	13.2%
I cannot volunteer (due to other obligations/work etc.)	19	9.3%
I (would) volunteer	17	8.3%
Poorly worded question/leading/disingenuous/does not make sense	16	7.8%
Concerns about vulnerable service users/support/safeguarding children	14	6.8%
Location/group must be welcoming (so users feel comfortable there)	12	5.9%
Suitability of venue/staff is dependent on the type of service	10	4.9%
Concerns about access (unspecified)	9	4.4%
Concerns about safety/mix of those attending venue/suitability	9	4.4%
The Children's Centres should stay as they are (keep them open)	9	4.4%



Themes identified	Total no. Comments	205
Concerns that people will not ask for help	7	3.4%
Children's Centres are a "one stop shop"/everything under one roof	7	3.4%
Concerns about facilities/resources	6	2.9%
Concerns about the number of volunteers (insufficient)	6	2.9%
I am aware of (some) services	5	2.4%
Would be good/need to have all services in one place	5	2.4%
Confidentiality issues	4	2.0%
Concerns about opening hours/times	4	2.0%
Support (early years) is essential to avoid future problems (for others)	4	2.0%
Concerns about the cost of travel	3	1.5%
Concerns for those who live in rural areas/remotely	3	1.5%
Churches/religious settings are not appropriate/good enough	3	1.5%
Feel we pay (Council) tax for Children's Centres/services	3	1.5%
Concerns that there will be no centre/hub in Kenilworth (specified)	3	1.5%
Concerns about difficulties when travelling (with small children)	2	1.0%
Community Centres are not appropriate/good enough	2	1.0%
Volunteers are good/important	2	1.0%
Would not be good to have all services in the same place	2	1.0%
Concerns about availability of public transport	1	0.5%
Concerns about problems parking	1	0.5%
Other	9	4.4%

The top four comments made (excluding those who are not personally service users) were as follows:

- Using volunteers is not acceptable/suitable/cannot replace trained professionals (needed) (54 people)
- Concerns about distance to travel (34 people)
- The Children's Centres are good/well used/needed/important (28 people)
- Children's Centres provide a quality service/better than when community run (poor) (27 people)

Respondents felt that the mention of volunteering in this question suggested that volunteers would be used instead of trained professional staff in the proposed model. The face to face discussions (example comments can be found in [Appendix C](#)) highlighted the importance of volunteers within the existing model and the new model should ensure there is an appropriate balance between providing worthwhile volunteering opportunities for parents and carers and ensuring there are sufficient trained professional staff to support them.

The comments in the online survey raised concerns about how far people would be expected to travel to receive services, and comments were made about how important the current Children's Centres are and how their service quality is better than that of community run services. The new



model should take note that people notice a difference in quality depending on the background and skills of those providing the service.

Service delivery at outreach sites

Online survey respondents were asked to choose up to 10 services which were most important to provide locally at outreach sites (although some respondents ticked more which was accepted). The top three chosen were Health Visiting, stay and play and family support and advice.

Table 7 Suggestions for services at outreach sites

Themes identified	Total no. comments	86
COMMENTS	Count	% Making comment
All services are important/need to be available/accessible (whenever needed)	39	45.4%
Must be local/have easy access	13	15.1%
Disagree/concerns about the hub and spoke model (evidence/flawed/keep existing centres)	11	12.8%
Concerns that other/alternative venues are not appropriate for children	9	10.5%
Breast Feeding Support	4	4.7%
Comment about the wellbeing of children/will have a negative impact	4	4.7%
Need more information about the services that will be provided (by who/need to advertise etc.)	4	4.7%
Comment/concerns about the staff that will be available	4	4.7%
Poorly worded question/repeated/unclear/do not understand	4	4.7%
Concerns over lack of social interaction/becoming isolated	3	3.5%
Antenatal support/classes	3	3.5%
Good quality/supported play	3	3.5%
Feel this would duplicate services/are available elsewhere	3	3.5%
None needed/too much support offered (these days)	3	3.5%
Mother and Baby Groups/Courses	1	1.2%
Other	8	9.3%

Discounting general comments which did not directly relate to this question, there were four suggestions for services to be delivered at outreach sites:

- Breastfeeding support (4 people)
- Antenatal support (3 people)
- Good quality/supported play (3 people)
- Mother and Baby Groups/Courses (1 person)



Minimising negative impacts

Online survey respondents were asked what else could be done to minimise any negative impacts of these proposals.

Table 8 Minimising negative impacts

All comments made by 10 or more respondents have been included, except for concerns about support for SEND children, to enable minority voices to be heard.

Themes identified	Total no. Comments	858
SERVICES	Count	% Making comment
The Children's Centres/services should stay as they are/ keep them open (or children/family will suffer)	167	19.5%
Stupid idea/should not be allowed to happen (nothing would improve it)	109	12.7%
Ensure continuity of service(s)/retained (no gap between Children's Centre closure and Family Hub start up)	91	10.6%
Suggest outreach/home visits (for those unable to attend through illness/disability etc.)	51	5.9%
Do not close/keep Health Visitor sessions	48	5.6%
The Children's Centres are good/well used/needed/important	47	5.5%
Do not close/keep Stay and Play sessions	38	4.4%
Consult other care giving services (GP/hospital/schools etc.)	30	3.5%
Concerns that cutting these services will impact on others (NHS/schools etc.)	24	2.8%
Need to work (more)/collaborate with other organisations (to provide supprt)	23	2.7%
Do not close/keep Mother and Baby Groups	17	2.0%
Concerns that the venue/building may not have suitable facilities/resources	15	1.8%
Ensure Family Hubs are welcoming/inviting/not intimidating	13	1.5%
Do not close/keep Midwife Clinic	12	1.4%
Ensure Family Hubs have long opening hours (weekends/evenings/hols etc.)	11	1.3%
Suggest Children's Centres open part time (few days) and/or with reduced services	10	1.2%
COMMUNICATION		
Keep people informed of services provided/better advertising (not all on internet/via GP/health visitor/school etc.)	139	16.2%
Listen to comments/feedback/existing staff/the public/undertake more research	50	5.8%
The Council must be honest/open/transparent/show accountability	29	3.4%
STAFF		
Need/keep (local/trained) staff (for face to face contact)	129	15.0%
Need more staff/family support workers	22	2.6%
Suggest using volunteers (to help out)	20	2.3%
Concerns over the lower number of staff (job losses)	19	2.2%
Using volunteers is not acceptable/suitable/cannot replace trained professionals (needed)	16	1.9%



Themes identified	Total no. Comments	858
SUPPORT		
Concerns that this proposal will not safeguard (vulnerable) children/families (may be missed)	127	14.8%
Must reach those in most need to these services (unspecified)	69	8.0%
Young children (0-5 years) will miss out/not receive (professional) attention/support required	68	7.9%
Early Years Intervention/care/support (0-5 years) should be priority	58	6.8%
Concerns over lack of social interaction/becoming isolated	53	6.2%
Cutting support for children/families will cause long term (future) issues	44	5.1%
Concerns about users with mental health issues (no adequate support)	24	2.8%
Concerned that there will be less contact with local children/families	20	2.3%
Concerns over the range of ages catered for/too wide (in the Family Hubs)	16	1.9%
Concerns over the large number who will access hubs (waiting lists/overcrowding)	15	1.8%
Concerns that people will be discouraged from using/won't be comfortable/won't attend	14	1.6%
Concerns about support for SEND children	8	0.9%
LOCATION COMMENTS		
Services/Centres/Hubs should be local (unspecified)	121	14.1%
Kenilworth area concerns/hub allocation insufficient	64	7.5%
Concerns that the Family Hubs will not be located evenly/spread through county	37	4.3%
Poor choice of (some) proposed locations	29	3.4%
12/the number of Family Hubs is not enough	18	2.1%
Suggest using an alternative location/venue (for existing services)	13	1.5%
ACCESS		
Concerns about/improve access (unspecified)	109	12.7%
Concerns about distance to travel/too far to walk	76	8.9%
Concerns about/improve public transport	58	6.8%
Suggest dedicated/organised/free travel is provided to Family Hubs	36	4.2%
Concerns about the cost of travel	33	3.9%
Concerns that those living in more affluent areas will miss out (still req supprt)	19	2.2%
Concerns about difficulties when travelling (with small children)	16	1.9%
Concerns for those who live in rural areas/remotely	16	1.9%
FUNDING and COSTS		
Concerns about funding cuts (should be made elsewhere)	69	8.0%
Increase funding/investment in children's services	35	4.1%
Concerns over the financing/costing (keep to a minimum)	26	3.0%
Pressurise Central Government to provide adequate funding/resources (cut from elsewhere)	14	1.6%
Other	29	3.4%



The top five suggestions to minimise the negative impacts were:

- The Children's Centres/services should stay as they are/ keep them open (or children/family will suffer) (167 people)
- Keep people informed of services provided/better advertising (not all on internet/via GP/health visitor/school etc.) (139 people)
- Need/keep (local/trained) staff (for face to face contact)(129 people)
- Concerns that this proposal will not safeguard (vulnerable) children/families (may be missed) (127 people)
- Services/Centres/Hubs should be local (unspecified) (121 people)

Keeping Children's Centres as they are would continue the current inequitable service from Children's Centres which respondents in North Warwickshire Borough reported during face to face opportunities, *'The centres were fantastic but not now'* (Parent, Coleshill).

There were high numbers of people who thought better communication would help minimise negative impacts and the new model should make communicating the new offer a core part of the implementation plan.

The value of trained staff and providing face to face contact, not just online help, was felt to be important. Whilst there are cost and efficiency benefits associated with online support, the new model should be mindful of when it is necessary to provide support, advice and guidance in a face to face setting.

Safeguarding should be at the heart of the new model to ensure all children in Warwickshire are safe.



Making the proposal a success

Leading on from the previous question, online survey respondents were asked ‘And what could be done to make it successful?’; ‘it’ referring to the proposal to create Family Hubs.

Table 9 Making the proposal a success

All comments made by 10 or more respondents have been included, except for concerns about Speech Therapy sessions, to enable minority voices to be heard.

Themes identified	Total no. comments	728
SERVICES	Count	% Making comment
The Children's Centres/services should stay as they are/ keep them open (or children/family will suffer)	136	18.7%
Stupid idea/should not be allowed to happen (nothing would improve it)	76	10.4%
Ensure continuity of service(s)/retained (no gap between Children's Centre closure and Family Hub start up)	55	7.6%
Need to work (more)/collaborate with other organisations (to provide supprt)	33	4.5%
Do not close/keep Stay and Play sessions	31	4.3%
Consult other care giving services (GP/hospital/schools etc.)	30	4.1%
Do not close/keep Health Visitor sessions	30	4.1%
Suggest outreach/home visits (for those unable to attend through illness/disability etc.)	27	3.7%
The Children's Centres are good/well used/needed/important	26	3.6%
Ensure Family Hubs are welcoming/inviting/not intimidating	20	2.8%
Ensure Family Hubs have long opening hours (weekends/evenings/hols etc.)	20	2.8%
Family Hub is a good idea	18	2.5%
Suggest charging a (means tested) fee for some services (Stay and Play etc.)	13	1.8%
Concerns that the venue/building may not have suitable facilities/resources	12	1.7%
Need more services, not less	10	1.4%
Do not close/keep Mother and Baby Groups	10	1.4%
Do not close/keep Speech Therapy sessions	8	1.1%
COMMUNICATION		
Keep people informed of services provided/better advertising (not all on internet/via GP/health visitor/school etc.)	127	17.5%
Listen to comments/feedback/existing staff/the public/undertake more research	74	10.2%
The Council must be honest/open/transparent/show accountability	22	3.0%
Suggest webpage detailing all service available at Family Hubs	16	2.2%
Suggest local networking/working with between early years providers and voluntary support groups	10	1.4%
STAFF		
Need/keep (local/trained) staff (for face to face contact)	114	15.7%
Need more staff/family support workers	25	3.4%
Suggest using volunteers (to help out)	23	3.2%



Themes identified	Total no. comments	728
ACCESS		
Concerns about/improve access (unspecified)	77	10.6%
Concerns about distance to travel/too far to walk	32	4.4%
Concerns that those living in more affluent areas will miss out (still require support)	22	3.0%
Suggest dedicated/organised/free travel is provided to Family Hubs	19	2.6%
Concerns about/improve public transport	18	2.5%
Concerns about the cost of travel	16	2.2%
Concerns for those who live in rural areas/remotely	15	2.1%
LOCATION COMMENTS		
Services/Centres/Hubs should be local (unspecified)	64	8.8%
Kenilworth area concerns/hub allocation insufficient	33	4.5%
Concerns that the Family Hubs will not be located evenly/spread through county	19	2.6%
12/the number of Family Hubs is not enough	16	2.2%
Poor choice of (some) proposed locations	15	2.1%
Suggest using an alternative location/venue (for existing services)	15	2.1%
SUPPORT		
Must reach those in most need to these services (unspecified)	60	8.2%
Concerns that this proposal will not safeguard (vulnerable) children/families (may be missed)	46	6.3%
Young children (0-5 years) will miss out/not receive (professional) attention/support required	32	4.4%
Early Years Intervention/care/support (0-5 years) should be priority	31	4.3%
Concerns over lack of social interaction/becoming isolated	24	3.3%
Concerns that people will be discouraged from using/won't be comfortable/won't attend	13	1.8%
Cutting support for children/families will cause long term (future) issues	12	1.7%
Concerns about users with mental health issues (no adequate support)	11	1.5%
Concerns about support for SEND children	10	1.4%
Concerns over the large number who will access hubs (waiting lists/overcrowding)	10	1.4%
FUNDING and COSTS		
Concerns over the financing/costing (keep to a minimum)	46	6.3%
Concerns about funding cuts (should be made elsewhere)	37	5.1%
Increase funding/investment in children's services	28	3.9%
Other	18	2.5%



The top five suggestions (not including keeping them as they are) to make the proposal a success were:

- Keep people informed of services provided/better advertising (not all on internet/via GP/health visitor/school etc.) (127 people)
- Need/keep (local/trained) staff (for face to face contact)(114 people)
- Concerns about/improve access (unspecified) (77 people)
- Stupid idea/should not be allowed to happen (nothing would improve it) (76 people)
- Listen to comments/feedback/existing staff/the public/undertake more research (74 people)

Communication will be key to the success of the new model, in particular using a variety of different communication methods, not just online.

Prioritising the staff should continue to be an important factor in the new model to allow people to have face to face contact when needed.

There have been a number of criticisms of the original proposal that made people feel that services would be less accessible. The new model should listen to these concerns and ensure the outreach sites fill the gaps between Family Hubs to maintain or improve access to services.

Some people were unable to see any benefits resulting from the Family Hubs idea, believing it to be 'stupid' and 'should not be allowed to happen'. The Family Hubs model is one currently being successfully used in a large number of local authorities across the country. The Transformation Team has visited some of these local authorities to learn from them to improve how we might implement a similar model, adapted to meet the needs of Warwickshire's population.

A large number of submissions have been read by the consultation analysts and further research is planned with groups of parents/carers and staff to inform the new model's implementation.



Comments and suggestions

Online survey respondents were asked if they had any other comments or suggestions in relation to the proposal and how we can continue to provide services for those aged 0-5 and their families.

Table 10 Comments and suggestions

All comments made by 10 or more respondents have been included, except for concerns about Speech Therapy sessions, to enable minority voices to be heard.

Themes identified	Total no. comments	601
SERVICES	Count	% Making comment
The Children's Centres/services should stay as they are/ keep them open (or children/family will suffer)	160	26.6%
The Children's Centres are good/well used/needed/important	82	13.6%
Stupid idea/should not be allowed to happen (nothing would improve it)	72	12.0%
Do not close/keep Health Visitor sessions	41	6.8%
Concerns that cutting these services will impact on others (NHS/schools etc.)	36	6.0%
Do not close/keep Stay and Play sessions	33	5.5%
Ensure continuity of service(s)/retained (no gap between Children's Centre closure and Family Hub start up)	32	5.3%
Need to work (more)/collaborate with other organisations (to provide supprt)	28	4.7%
Consult other care giving services (GP/hospital/schools etc.)	25	4.2%
Suggest outreach/home visits (for those unable to attend through illness/disability etc.)	19	3.2%
Suggest charging a (means tested) fee for some services (Stay and Play etc.)	18	3.0%
Do not close/keep Mother and Baby Groups	17	2.8%
Ensure Family Hubs have long opening hours (weekends/evenings/hols etc.)	14	2.3%
Concerns that the venue/building may not have suitable facilities/resources	12	2.0%
Ensure Family Hubs are welcoming/inviting/not intimidating	12	2.0%
Do not close/keep Breast Feeding Support	12	2.0%
Family Hub is a good idea	10	1.7%
Do not close/keep Speech Therapy sessions	8	1.3%
SUPPORT		
Concerns that this proposal will not safeguard (vulnerable) children/families (may be missed)	107	17.8%
Young children (0-5 years) will miss out/not receive (professional) attention/support required	74	12.3%
Cutting support for children/families will cause long term (future) issues	61	10.2%
Concerns over lack of social interaction/becoming isolated	60	10.0%
Early Years Intervention/care/support (0-5 years) should be priority	57	9.5%
Must reach those in most need to these services (unspecified)	42	7.0%
Concerns about users with mental health issues (no adequate support)	31	5.2%
Concerns over the range of ages catered for/too wide (in the Family Hubs)	18	3.0%
Concerns about support for SEND children	18	3.0%
Concerned that there will be less contact with local children/families	11	1.8%



Themes identified	Total no. comments	601
STAFF		
Need/keep (local/trained) staff (for face to face contact)	93	15.5%
Suggest using volunteers (to help out)	16	2.7%
Using volunteers is not acceptable/suitable/cannot replace trained professionals (needed)	15	2.5%
Need more staff/family support workers	11	1.8%
LOCATION COMMENTS		
Services/Centres/Hubs should be local (unspecified)	68	11.3%
Kenilworth area concerns/hub allocation insufficient	30	5.0%
Suggest using an alternative location/venue (for existing services)	11	1.8%
Concerns that the Family Hubs will not be located evenly/spread through county	10	1.7%
ACCESS		
Concerns about/improve access (unspecified)	62	10.3%
Concerns about distance to travel/too far to walk	41	6.8%
Concerns that those living in more affluent areas will miss out (still require support)	23	3.8%
Concerns about difficulties when travelling (with small children)	19	3.2%
Concerns about/improve public transport	17	2.8%
Concerns for those who live in rural areas/remotely	16	2.7%
Concerns about the cost of travel	11	1.8%
FUNDING and COSTS		
Concerns about funding cuts (should be made elsewhere)	48	8.0%
Concerns over the financing/costing (keep to a minimum)	47	7.8%
Increase funding/investment in children's services	34	5.7%
Pressurise Central Government to provide adequate funding/resources (cut from elsewhere)	14	2.3%
COMMUNICATION		
Keep people informed of services provided/better advertising (not all on internet/via GP/health visitor/school etc.)	36	6.0%
Listen to comments/feedback/existing staff/the public/undertake more research	32	5.3%
The Council must be honest/open/transparent/show accountability	13	2.2%
Other	23	3.8%

The top five comments or suggestions in relation to the proposal and how we can continue to provide services for those aged 0-5 and their families were:

- The Children's Centres/services should stay as they are/ keep them open (or children/family will suffer) (160 people)



- Concerns that this proposal will not safeguard (vulnerable) children/families (may be missed) (107 people)
- Need/keep (local/trained) staff (for face to face contact)(93 people)
- The Children's Centres are good/well used/needed/important (82 people)
- Young children (0-5 years) will miss out/not receive (professional) attention/support required (74 people)

Respondents continued to feel passionate about keeping Children's Centres as they are, so as not to put vulnerable children at risk. The value of the staff and the importance of Children's Centres for respondents is clear to see from the responses. Concerns around 0-5 year olds missing out on professional support points to a requirement for the new model to ensure the needs of the youngest users of the hubs are not overlooked when the age range increases.



Demographic questions

Demographic questions cover ‘who’ and ‘where’ questions to understand who completed the survey. They cover the following:

- What best describes them
- Where they live
- Postcode (optional)
- If they have children
- Children’s ages
- Children’s developmental needs
- Gender identity
- Age
- Disability
- Ethnicity
- Religion
- Sexuality
- Employment
- Income



Summary profile of who completed the online survey

72.2% were parents/grandparents/
carers

23.5% considered themselves
professionals

25 responses from people
associated with Children's Centre
Advisory Boards

79.3% have children or caring
responsibility for children

10.5% do not have children or
caring responsibility for children

7.8% were responding on behalf of
an organisation

23.9% described having one or
more children as having health or
development needs that require
additional support

70.6% do not have any children who
have health or development needs
that require additional support

11.1% were male vs 49.4%
proportion of Warwickshire
population

88.6% were female vs 50.6%
proportion of Warwickshire
population

36.6% from Warwick District vs
25.2% proportion of Warwickshire
population

23.2% Stratford-on Avon District vs
22.0% proportion of Warwickshire
population

22.0% Nuneaton & Bedworth Borough vs
22.8% proportion of Warwickshire
population

11.6% Rugby Borough vs
18.6% proportion of Warwickshire
population

7.6% North Warwickshire Borough vs
11.4% proportion of Warwickshire
population

29.0% had a 0-12 month old

22.7% had a 1 year old

23.6% had a 2 year old

19.4% had a 3 year old

16.5% had a 4 year old

32.6% had a 5-11 year old

13.3% had a 12-16 year old

4.4% had a 17-18 year old

3.5% had a child 19 years old and over

0.1% were aged under 18

15.6% were 18 – 29 years old

60.4% were 30 – 44 years old

16.5% were 45 – 59 years old

6.9% were 60 – 74 years old

0.5% were aged 70+



92.0% did not have a long standing illness or disability

8.0% have a long standing illness or disability vs 7.7% proportion of Warwickshire population declaring that their day to day activities are limited a lot by a long term health problem or disability

46.8% stated their religion as 'Christian' vs 64.5% proportion of Warwickshire population

36.7% stated 'None' vs 30.9% proportion of Warwickshire population (no religion or none stated)

31.2% stated they were an employee in full-time job

31.6% stated they were an employee in part-time job

16.0% stated they were looking after the home or family

93.3% were 'White' ethnicity vs 94% proportion of Warwickshire population

5.4% were BME (Black Minority Ethnic groups) vs 6% proportion of Warwickshire population

87.7% stated they were heterosexual or straight

0.8% stated they were bisexual

0.5% stated they were gay or lesbian

36.0% were living comfortably on current income

38.5% were coping on current income

12.9% were finding it difficult on current income

4.2% were finding it very difficult on current income

40.2% stated it was easy to answer the questions

29.7% stated it was neither difficult nor easy to answer the questions

30.1% stated it was difficult to answer the questions



Table 11 Other comments about completing questionnaire

All comments made have been included below.

Themes identified	Total no. comments	96
COMMENTS	Count	% Making comment
Survey was too long/took a long time to complete	29	30.2%
Survey/questions were poorly designed/worded	25	26.0%
Survey was difficult to answer/complete (for the less able)	18	18.8%
Questions were biased/leading	16	16.7%
Some questions were not relevant/appropriate (to me/Grandparents etc.)	9	9.4%
Final comment made (no box for this)	9	9.4%
Concerned that families/busy Mums etc. will not bother to complete the survey	8	8.3%
Survey was easy to answer/complete	8	8.3%
Positive comment about Children's Centres (services provided)	8	8.3%
Survey/questions were not designed for non-parents/general public	7	7.3%
Concerns over survey results (non-parents could skew/not a true reflection etc.)	7	7.3%
Feel this is a very important issue	7	7.3%
Practical issues with survey (hard to locate survey/not easy on mobile phone/could not save and return etc.)	6	6.3%
Disliked/had problems with the star rating question	5	5.2%
Questions were repetitive	4	4.2%
Have used Children's Centres in the past (should be an option to state this)	3	3.1%
Other	4	4.2%

The biggest four concerns over the online survey were:

- Survey was too long/took a long time to complete (29 people)
- Survey/questions were poorly designed/worded (25 people)
- Survey was difficult to answer/complete (for the less able) (18 people)
- Questions were biased/leading (16 people)

This echoes the feedback received at the face to face opportunities where difficulty completing the questionnaire was raised. Responding to this feedback at the start of the consultation, submissions were encouraged in any format which suited the respondent; email, letter, phone call, face to face conversation. Approximately 2000 pages of submissions (not including the 1558 online survey respondents' comments) were received and read by members of the consultation analysis team.



Summary of themes from face to face opportunities and written submissions.

The face to face opportunities covered the five Districts and Boroughs and their locations can be seen on the map in [Appendix A](#). There were 95 face to face opportunities and the detail can be found in the [Activity](#) table in [Appendix B](#). Notes were taken during or soon after the discussions and discussed between those carrying out the consultation to have an oversight of consistency of themes, or if new ones were emerging. Written submissions were sent directly to the Family Hubs inbox, as well as via councillors and staff both in email and letter form. Comments were also made on online petitions and these have also been summarised within this section. Online comments in the form of an online discussion, comments to the official consultation webpage and an independent Kenilworth survey were also considered.

A consistency of themes was found across the consultation with comments echoed at the numerous face to face engagement opportunities and written submissions, and these mirrored those seen in the online survey feedback. Whilst it is not possible to quantify the frequency or strength of feeling shared at the face to face opportunities in the same way as the online survey, there were differences in what respondents chose to focus on. For example, there were more comments about the staff and the personal support received than can be seen from the online survey. This might be expected given the majority of the face to face opportunities took place in Children's Centres. A summary of the key themes uncovered outside of the online survey can be found below. More detail and supporting comments can be found in [Appendix C](#).

Petitions

The exact wording of the 6 petitions can be found in [Appendix D](#). All of the petitions were against the proposal set out in the consultation document. In summary, Warwickshire County Council was asked to reconsider its plans, not to close Children's Centres, keep services as they are and reverse the cuts.

Service provision and impact

Keeping the Children's Centres as they are:

Users of Children's Centres were keen to emphasise their wish to have the Centres remain as they are. Many of the comments focussed on the positive impact the services provided had made on their lives. It was highlighted that there is a need to ensure services that are retained are equal to, if not better than those already offered. The services need to be provided on a regular basis because it was felt to be hard to keep track of when sessions were on/not on. Consistency of staff was believed to build a rapport with parents and families. There is also a need to consider timeliness of services, opening hours and out of hours support.



The importance of local family support:

Ensuring the work that Early Years workers and Family Support workers do is maintained or improved so that the support and services they offer remain was important. There was praise for the support and advice offered by staff with local knowledge e.g. Children's Centres, Family Support workers telling parents new to the area or housed temporarily e.g. in B&B, about services. If the Centre was not there these residents may never hear about what help and support is out there for them. Centres provide a 'lifeline' for their users.

Impact on mental wellbeing and reducing social isolation::

Concern was expressed over waiting times for mental health services (considered too long) and Children's Centres workers and other professionals helping to fill the gap. There were also concerns regarding the impact of removing and/or changing services at Children's Centres and the effect this will have on parents' mental health and wellbeing. There is also the concern that social networks and opportunities for contact will be lost.

Proposed change age range:

Concerns were raised that by extending the age range to 0-19/25, the services for under 5s will be diluted. Ensuring service provision is age appropriate and need to reassure people that all age ranges will get a good offer was seen as important. There was support for extended age range for and an acknowledgment of a need for services for over 5s as if you have a child under 5 and a child over 5 it is difficult to access services at the same time. There was a recognition that a need for support for parents doesn't stop when the child turns 5.

Professional staff appropriately supporting volunteers:

Parents valued the training and experience of staff as well as their local knowledge and not wanting to see this replaced by volunteers. It was important to consider safeguarding issues, training, experience and reliability. The difference between the sort of service and staff available at Children's Centres and community run facilities was highlighted. The latter has important role to play but does not replace quality etc. provided by Children's Centres.

Additional burden/impact on other services:

It was thought that removing services from Children's Centres may impact on the remaining (NHS) services and increase the burden on them e.g. GP rather than Family Support Worker.

Sufficiency of nursery provision and school readiness:

There were concerns over the loss of nursery provision in some areas, particularly 2Help in Lillington and Nuneaton & Bedworth, and the knock on effect to school readiness. People wanted reassurance that the County Council is committed to ensuring childcare sufficiency in any areas where the nursery places will be lost.



Service users and access

Understanding needs:

It was highlighted that needs differ by area and vulnerability cannot be solely based on postcode. 'Vulnerable' was seen as a pejorative term. 'Families dealing with significant challenges' was proposed as an alternative. It was seen as important that those classed as 'not deprived' or who come from affluent areas are catered for; they still have issues. Multiple categories of need should be considered, as well as deprivation.

Rural access to services:

The distance to proposed Family Hubs is not feasible for those without cars or those living in rural areas, predominantly mentioned in North Warwickshire Borough and Stratford District. A locally based outreach site or spoke is important to meet access needs. North Warwickshire respondents are already receiving reduced access to local services due to shorter opening hours than those found in the rest of the county so many are currently having to access Atherstone as their 'Hub' at the moment. Respondents to the consultation in Shipston, Southam, Wellesbourne and Lighthorne Heath made cases for geographical provision in their areas, to supplement the proposed Alcester Hub, as well as the majority of the District's respondents proposing a centrally accessible Hub in Stratford town. Long Lawford in Rugby Borough was proposed as an alternative to Oakfield to facilitate rural access in the west of the Borough.

Online support is not always appropriate:

There was concern over too much 'help' being via the web & whether this is a safeguarding concern, will people misdiagnose? The importance of face to face communication for certain situations or certain groups of people facing challenges was highlighted. It was felt there was a need to ensure access to ICT and help to use the systems. However, there were also representations that for some people or circumstances online support may be more helpful.

Relationship building:

At present Family Support workers go out to families, build up a rapport and then the families begin to engage with services and start attending Centres. It was felt there was a need to ensure this is maintained. Relationships are then built between parents to create a peer support network and the children learn to socialise amongst themselves. Parents new to 'the area' find local children's centres a useful way of integrating into the community and gaining further knowledge of other services in the area.

First point of contact to report difficulties:

Concern was raised over what will happen to people (for example vulnerable women) who use the Children's Centre as a first point of contact to report issues such as domestic abuse. One example is the Asian community accessing a Nuneaton & Bedworth Borough Children's



Centre. There has been an increase in reporting of domestic violence within this group, with the children's centres being considered a safe first point of contact and support.

Special Educational Needs and Disability (SEND) support:

Current support for SEND in certain centres was highlighted as a positive which should be maintained. Of particular note was the support received from Riversley Children's Centre by Square Peg, a volunteer-led stay and play service for families with children with additional needs, and Kingsway Children's Centre's weekly group for children with developmental delay.

Language barrier for services:

Concerns were raised over how families would be supported if their first language was not English. Families new to the country, or area, felt the Children's Centres played an important role in facilitating access to wider services in the area, through their staff who spoke a variety of languages. Community groups were also doing this alongside Centres.

Location & Type of Building

- Riversley Park was preferred as a Hub site to Abbey – particularly for its SEND support
- Kingsway was preferred as a Hub site to Sydenham – particularly due to its size/layout, location in an area of need and the potential for alternative community outreach sites in relation to Sydenham, for example the SYDNI Centre.
- Long Lawford in Rugby Borough was preferred to Oakfield to facilitate rural access in the west of the Borough.
- Kenilworth, Shipston and Southam residents indicated existing levels of perinatal mental health support were helping reduce the demand on specialist services.

Transport access barrier:

It was felt there should be more consideration around location and accessibility of hubs and spokes due to high cost of public transport. Is there an opportunity to engage with WCC Transport? The difficulty of travelling with young children particularly on public transport (long distances) was highlighted. There were concerns over cost of staff travelling between outreach sites. Rurally dispersed areas such as North Warwickshire Borough and Stratford District make travelling long distances to the proposed Family Hubs time consuming and costly. The importance of locally provided services was highlighted to counter this issue. Logistics for Kenilworth residents getting to Lillington or Westgate were seen as impractical.

Alternative uses for non-Family Hub Children's Centres:

There was mostly support for range of activities primarily child/family/parenting focussed/venue hire/deliver training/adult education. There was concern that the voluntary sector/community will not 'pick up' the running of services.



Housing and population increases:

There are a number of significant housing projects underway or planned and there is predicted to be an increase in population in Warwickshire in future years, in particular this will increase the number of young families locally who will be accessing services. It was felt that there should be more consideration of areas of new build in regard to where to site a Hub.

Safety standards of buildings:

Concerns were raised over the standards and amenities of church/village halls and community centres. The buildings are not always suitable for under 5s. It may cost to adapt them and there would be a loss of specially equipped Children's Centre buildings.

Voluntary groups' access to venues:

It was highlighted that volunteer groups will lose suitable venues which are often for benefit of families with additional needs.

Safe space for services:

The consultation revealed that some parents feel uncomfortable about going into schools for services. Parents and carers require dedicated 'safe' spaces to access services, where supportive relationships can be developed. Confidentiality is a concern in community or non-purpose built buildings. Consistency of building service is being delivered from was also mentioned.

Disabled access:

There was concern over locations not being accessible to people with disabilities e.g. some sites can be inaccessible or are only partially accessible to wheelchair users.

General comments

Financial:

There was an understanding from many that the proposals are tied with the savings agreed by Council but questions raised include: Is there a mechanism to change the savings proposals? Can 0-5 funding be ring-fenced like the adults from Council Tax? Can money be taken from reserves and put back into the budget? There was a belief that there will be a negative financial benefit as there will be costs incurred with TUPE (Transfer of Undertakings (Protection of Employment)), redundancies, building closure, renovation of some buildings etc. Regarding the issue of in house or commissioned services, the question was raised: How can bringing all services in house be cheaper than commissioning them? Warwickshire County Council has previously positioned itself as a 'commissioning authority' and it was felt that the proposal does not reflect that stance. With respect to saving money now, it was felt to be a false economy taking money out of the budget only to have to spend the money in later life when the children develop issues which could have been picked up earlier. The point was made comparing the cost of supplying services early in life versus cost of services in social care later in child's life.

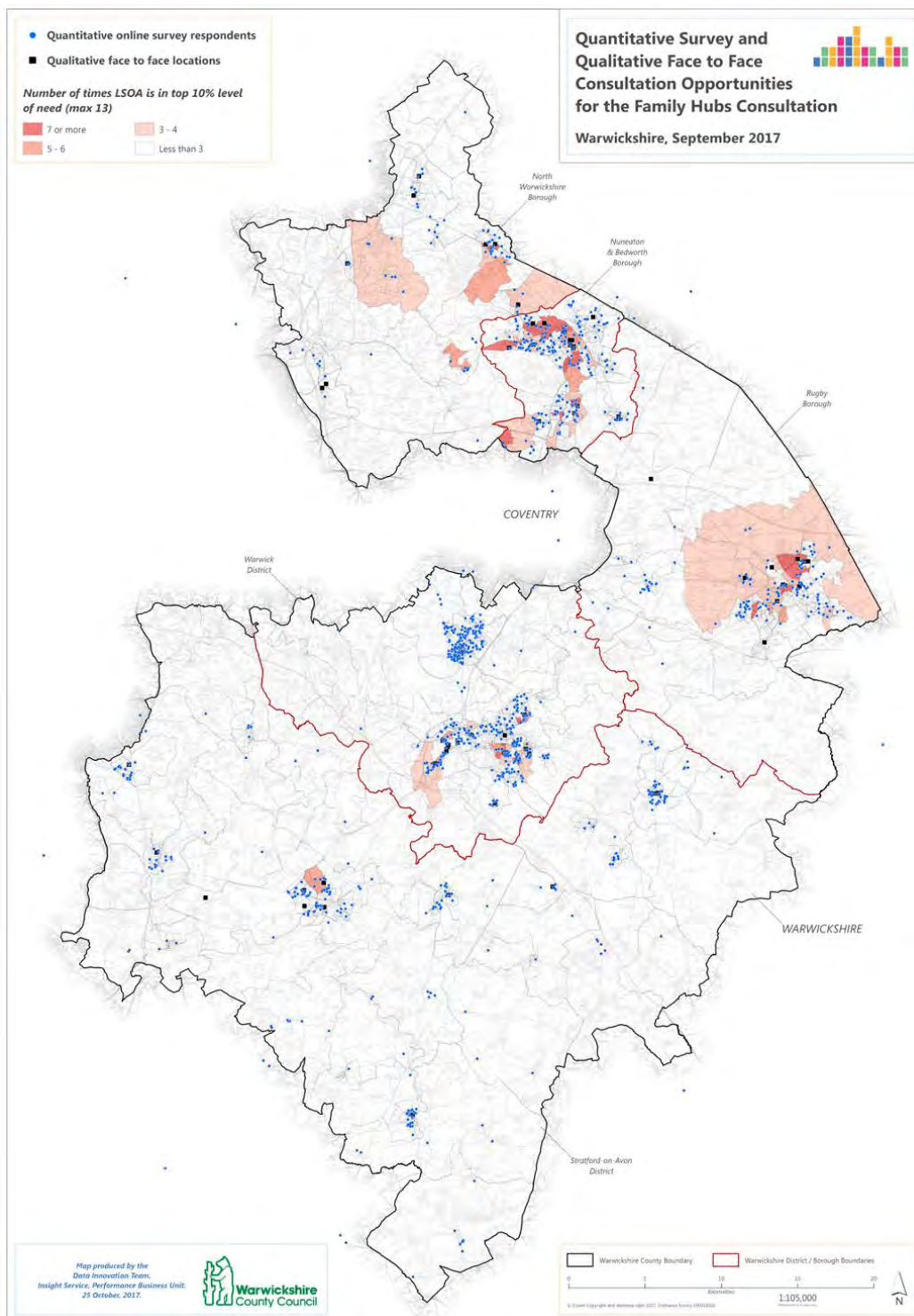
**Consultation process concerns:**

Concerns were raised over the consultation process, methodology, evidence base, timing and representativeness. The timing of the consultation, after County Council and general elections, and coinciding with the summer holiday period was felt to have impeded some people's ability to engage with the consultation. The online survey was felt to be too complicated for some people to complete and there were also issues with the security settings timing people out of the survey. Concerns were raised over how representative the responses had been from those who are most likely to be in need of services. There was feedback that those undertaking the consultation face to face opportunities were not writing down everything that was being said to them. Questions were raised over the experience of those undertaking the consultation to perform their activities with the required skill.

Produced by Jenny Bevan (Children's Transformation Team), Jemma Bull and Rosie Smith (Insight Service)



APPENDIX A – Map 1 Locations of online & face to face respondents & multiple needs categories¹



¹ Total number of children aged 0 to 4 resident in each area, number of vulnerable families (child in need or Priority Family), % of eligible children achieving a Good Level of Development (school readiness), % of children living in low income households, % of primary phase children with Education, Health & Care Plans, total number of unplanned / A&E admissions, all ages, 2016/17, number of children looked after, based on originating postcode, number of children looked after aged 0-4, based on originating postcode, Number of children looked after aged 5+, based on originating postcode, Number of children subject to a Child Protection Plan, based on originating address, Number of Early Help Single Assessments initiated during 2016/17, Income Deprivation Affecting Children Index (IDACI) based on the proportion of all children aged 0-15 living in income deprived families, % of households with no access to a car or van.



APPENDIX B – Publicising of the consultation

<u>Channel</u>	<u>Detail</u>
External	
Ask Warwickshire	Dedicated consultation webpage regularly updated throughout the consultation period
Email	See email distribution list
Social Media	<p><u>WCC channels</u> FIS Facebook FIS Twitter – 1067 followers Warwickshire County Council Facebook Warwickshire County Council Twitter - 3813 followers Smart Start Facebook Smart Start Twitter - 246 followers Public Health Twitter – 1341 followers Warwickshire Democracy Twitter – 723 followers</p> <p><u>External channels</u> Online focus group held with members of Save Warwickshire Children’s Centres Facebook group Mum Knows Best Warwickshire Facebook group c.4840 members</p>
Face to face	95 face to face opportunities including 12 public consultation events - see activity table below.
Newsletters	<p><u>WCC channels</u> HeadsUp – 250 Warwickshire schools Warwickshire Weekly News – 2100 subscribers (public and WCC staff) Family Information Service (FIS) – Warwickshire Families Your Warwickshire - MPs/key stakeholder - 381 Public Health Newsletter – 100 subscribers Re:Member – 59 Elected members</p> <p><u>Other channels</u> WCAVA – Grapevine – voluntary sector organisation distribution list Warwickshire Race Equality Partnership (WREP) now called Equality and Inclusion Partnership (EQUIP) - voluntary sector organisation distribution list</p>
Media relations	4 news releases 1 editor’s letter - Rugby Observer 11 media enquiries
WCC libraries	Paper questionnaires available at Warwick library. Completed paper questionnaires could be handed in at any county library.
Internal	
Intranet	Headline article on homepage
MD briefing	Joint Managing Director briefing to all staff



Email Distribution List

- Schools heads with a Children’s Centre on site
- Children’s Centre managers to distribute to their users
- Staff briefing note via the 4 Children’s Centre heads
- CEO Parenting Project and Barnado’s Assistant Director – Midlands South
- Schools, Private, voluntary and independent nurseries (PVI) and other interested parties
- Members ALL
- Special Educational Needs and Disability (SEND) networks
- Registered childcare providers
- Health visitors, midwifery and Family Nurse Partnership
- Public Health, Smart Start consultees and grant receivers
- Local area teams
- Warwickshire Community And Voluntary Action (WCAVA) circulation
- Clinical Commissioning Groups, GPs and Health & Wellbeing Board
- Warwickshire Police
- Intranet – Warwickshire County Council staff
- Family Information Service staff

<u>Activity</u>	Number of consultees
Online quantitative questionnaire of which paper questionnaires returned	1558 153
12 Public consultation events	300+
44 Informal drop ins at children’s centres, baby and toddler groups with translators	280
21 Councillor Morgan centre drop ins	80+
5 Advisory Board meetings	35
23 Other meetings	80+
Letters and 120 emails to councillors and family hubs inbox	150+
20 Phone calls to the consultation phone number	20
Focus groups - 1 face to face to with staff 1 online with parents, carers, staff etc.	9 45
6 Staff engagement roadshows	150+
6 Signed petitions from various campaign groups - paper or online including comments	7083
1 online survey created by Kenilworth resident	102



APPENDIX C – Supporting commentary base for themes – comments from the face to face opportunities and online survey

Service provision and impact theme summary

- Keep Children’s Centres as they are, with improved access in North Warwickshire Borough
- Locally located, knowledgeable, trained , professional staff to provide support, advice and guidance
- Emotional wellbeing and social isolation, including peer support for parents and children
- Proposal to widen age range
- The use of volunteers, balanced with use of professional staff
- Knock on impact on other services
- Nursery provision sufficiency

Service provision and impact		
Theme	Detail	Supporting comments
<p>Keeping the Children’s Centres as they are</p> <p>(Nuneaton & Bedworth Borough Rugby Borough Stratford District Warwick District*)</p> <p>*These are the areas where the comments were predominantly made. This does not preclude these comments being made in others areas, just that the message was most often conveyed in these areas.</p>	<p>Ensure services that are retained are equal to, if not better than those already offered.</p> <p>Services need to be regular, and have consistent staffing to build a rapport with parents and families at hub and spokes.</p> <p>Consider timeliness of services, opening hours and out of hours support</p>	<p>“The Children’s Centre has been a lifeline to me and my kids”</p> <p>“With no family living close and having no local friends yet, the centre was literally my lifeline.”</p> <p>"Life-saver - stopped me from going mad".</p> <p>"Children's Centres to remain open. Ensure that services are not reduced".</p> <p>"Universal services should be retained as they are the gateway to identification of support".</p> <p>"Keeping as many services as possible or place the same service elsewhere close by".</p> <p>‘They are always open and someone is always there for a chat and to support families. I don’t know where I’d get help and support if my local Children’s Centre was not there. I rely on the centre a lot. My family have benefitted from it massively.’</p> <p>"We are not a high needs or high risk family by a long shot and the centre has been vital to us...I can only imagine the amount of children who will slip through the gaps if you take these services away".</p> <p>“Nuneaton & Bedworth Borough Council’s Housing & Communities Overview and Scrutiny Panel had grave concerns in reference to the closure of Children’s Centres in Nuneaton and Bedworth, & its effect on children and families.”</p>



Service provision and impact		
Theme	Detail	Supporting comments
Improve access to service provision (North Warwickshire Borough)	When services are accessed they are of high quality, but there isn't enough of them.	<p>"The centres were fantastic but not now".</p> <p>"Old Arley and Ansley had children's centres and there were about 8 different playgroups and they were all well attended...in 2013 they were all condensed into one centre at Arley..the problem was that no one knew when anything was going on....the service in Arley is not fit for purpose. It doesn't support families. The children's centre is struggling with Barnardo's as the provider."</p> <p>"I wanted to go on a trip but I was told the coach was only for deprived families and I wasn't deprived enough so I needed to make my own way there".</p>
The importance of <u>local</u> family support (ALL District & Boroughs)	Maintain work of Early Years workers and Family Support workers	<p>"They know our children really well and they know their lives and what they have been through. You don't have to start from scratch each time because they know us well"</p> <p>"They took a lot of pressure off me and my family. Made me feel less isolated and not on my own and gave me confidence to do what I need to do."</p> <p>Comment regarding input from Family Support Workers: "It's changed my life. Made our family a happy healthy nice place. My son is a cheerful, confident little boy. Because there is somewhere we can go everyday he enjoys and I can talk to my Family Support Worker about our problems and we can overcome them to make life a little more easy".</p> <p>"I agree that family support should be at the heart of the services planned for future delivery."</p> <p>Without the children's centre/FSWs "I would have given up breastfeeding and would have been socially isolated".</p> <p>"Family Support Workers are....highly trained and experienced and, as they work now, are seen as part of the community, running Universal services and acting on individual situations as they present themselves".</p>



Service provision and impact		
Theme	Detail	Supporting comments
	Support and advice offered by staff with local knowledge helpful	<p>"Other groups only provide toys and services not emotional support for a mum".</p> <p>"Parental peer support helped reduce isolation".</p> <p>"The staff here are so very well trained and have many years' experience. Also having a good understanding of the local area and what is available."</p> <p>"I am concerned that local knowledge will be lost. When I moved into the area I knew nothing about local schools or services....I am worried inside knowledge will be lost".</p>
Impact on mental wellbeing and reducing social isolation (ALL Districts & Borough)	Impact of removing and/or changing services at Children's Centres and the effect this will have on parents' mental health and wellbeing.	<p>"It's been a lifeline for me, particularly at the beginning when I was struggling with my mental health and my bond with my baby"</p> <p>"My depression turned into severe postnatal depression (PND). The help I received from my play worker and health visitor was astronomical and I dread to think what might have happened had I not received that support."</p> <p>"I suffered with PND & without children's centres that first year would have been so much darker".</p> <p>"It is not an exaggeration to state that Badger Valley saves lives - physically as well as emotionally. The mental welfare of both the parent and child are inextricably linked, and by having services accessible to one, you are serving both."</p> <p>"Where do you expect new mothers to go for help and advice when they feel isolated? When I had my first baby the Children's Centre were a life line not just for the wellbeing of my baby but also for my mental health."</p> <p>"I do not know how I would have coped without the support from the children's centre; I feel that I would have had a mental breakdown and the effects on my young children would have been enormous, because I have no one else to look after them."</p>



Service provision and impact		
Theme	Detail	Supporting comments
Impact on mental wellbeing and reducing social isolation (ALL Districts & Borough)	Social networks and opportunities for contact will be lost.	<p>"It gave me a place to go ask advice, speak to other mums so I know I wasn't alone with things".</p> <p>"The times I was at the children's centre were the only times I had adult company as my friends and family weren't visiting."</p> <p>"I have also attended various classes and sessions at the centre where I made friends and built up a support network. The classes and groups are not simply a jolly morning out for parents; they are a lifeline for mums like me. I think without the help and support of the centre my mental health could have deteriorated much further and my family would have suffered...".</p> <p>"I feel you will see more families struggling in Kenilworth as it provides so much emotional and practical support for parents and children alike".</p>
	Peer socialising opportunities for both parents and children	<p>"The area is not deprived but there are mums with PND and other mental health needs".</p> <p>[Without Children's Centres]"...my child would no longer be able to socialise with other children his age"</p>
	Waiting times for mental health services (considered too long) and Children's Centres workers and other professionals helping to fill the gap.	<p>"Peri-natal mental health services and other MH provision are currently inadequate - e.g. waiting times are too long - Children's Centres workers are helping to fill the gap".</p> <p>"One year on a waiting list for a child is far far too long....It was not hard for me to google about ADHD, read books and articles about how to help my child myself, but others may need pointing in the right direction and given support whilst waiting for the appointment at the very least. As a family, we are by no means deprived, but we still needed help and advice and I think that comes into the bigger subject of mental health/wellbeing".</p>



Service provision and impact		
Theme	Detail	Supporting comments
Proposed change age range: (ALL Districts & Borough)	<p>Extending age range to 0-19/25, will dilute services for under 5s</p> <p>Service provision should be age appropriate</p> <p>Concern around services for teenagers and especially up to 25 being in same building as babies and toddlers.</p> <p>Concern that safeguarding could be compromised.</p> <p>Tentative support for extended age range</p>	<p>"Age range should be carefully thought out. Big kids and little kids do not mix".</p> <p>"Extension of age range will mean dilution of the provision for the vital first two years (unless a massive investment made, which isn't possible)".</p> <p>"How will hubs be organised if trying to cope with the wildly differing needs of everyone from 0 to 19 or even 25 years? What additional safe guarding will be put in place to cover this? For teens and young adults how will their dignity and needs be met in an environment which has to deal with such a wide age range?"</p> <p>"Needs are different for a 19 year old and a 25 year old - learning disabled. 0-5 is a niche". "Councillor X raised concerns that the revised services would cover the 0-19 year age range and there was a potential for conflict if antisocial behaviour occurred when very young children were present at the same venue."</p> <p>"0-5 years is the biggest development age. The focus should be on 0-5 and they should have the most services available to them"</p> <p>"Some support for families with older children is possible but needs close liaison with the School Health & Wellbeing Service as well as other relevant services. Risk assessments would need to be robust & shared across services using the same sites to ensure protection for all"</p> <p>"...like family hub but aware that the needs of 0-5 are so different to primary and secondary school age needs, how are you going to manage these differences?"</p> <p>"I like the idea of the family hubs. My concern is that some people don't drive therefore may not be able to access the family hubs and people that suffer with mental health issues may find the hubs too busy resulting in them not accessing them"</p>



Service provision and impact		
Theme	Detail	Supporting comments
Proposed change age range: (ALL Districts & Borough)	Support for parents doesn't stop when the child turns 5.	<p>"As a parent the need for help and advice does not end at the age of 5".</p> <p>"Essentially Family Hubs are a good idea as we recognise that children and families' needs do not just end at the age of 5. However, we also know that children's earliest years are of significant importance and a time when foundations are laid to allow children to be the best they can be. It is with this in mind that we would support this idea as long as services for children aged 0-5 are protected and children's centre funding is not used to stretch services to the older age group"</p> <p>"My eldest daughter is about to become too old for me to get help from children's centres and so the idea of a family hub where I can continue to get help for my eldest and youngest in the same place is a brilliant idea."</p>
Professional staff appropriately supporting volunteers (ALL Districts & Borough)	<p>Concern over staff and volunteers who may be delivering services.</p> <p>Consider safeguarding issues, training, experience and reliability.</p>	<p>"Relying on volunteers is not the answer. It needs trained early years professionals to make a proper difference to outcomes"</p> <p>"Volunteers are great but they can miss things, there is no confidentiality".</p> <p>"The use of volunteers is linked to the issue of safeguarding but also creates another set of problems linked to lack of skills, knowledge and experience which currently resides with family support workers...Many of the issues are complex and require particular skills in order to know what to do to support families."</p> <p>"Square Peg - run by 3 mums, one is a SENCO trained, you need her expertise, you can't rely on non-qualified/volunteers".</p> <p>"Staff are needed. Volunteers move on. Would be worried if it was based solely on volunteers as it can take up to 18 months for a volunteer to be up to scratch with how the system works"</p> <p>"Communities running groups is great but I am concerned about child protection and safeguarding."</p>



Service provision and impact		
Theme	Detail	Supporting comments
Professional staff appropriately supporting volunteers	<p>Difference between sort of service & staff available at children's centre & community run facilities. Latter has important role to play but does not replace quality etc. provided by children's centres</p> <p>Value to volunteers themselves</p>	<p>"Families will need to rely more on volunteer community groups. While these groups provide vital support to the public they are not 'expert' or 'professional' services and should not be used to replace such"</p> <p>"The services offered by the children's centres are not offered elsewhere. I attend charitably run toddler groups etc. but these groups have provided any of the advice and support that I have received at children's centres".</p> <p>"During my time of volunteering with Barnardos I have been fantastically supported, had more opportunities and recognition that I did in my previous career. I feel valued and have a great sense of achievement. I'm making a difference."</p> <p>"Opportunities for volunteering good as a step towards employment".</p>
Additional burden/impact on other services (Stratford District)	<p>Concern over closures resulting in additional burden on the NHS and other local services, where something can be easily and quickly be dealt with at a Children Centre, instead of going to a doctor or hospital</p>	<p>"For those really struggling with parenthood, where will they receive reassurance and support, which is vital to an inexperienced or vulnerable parent? Without this support which has been described by many as a life-line, there will be an additional burden on the NHS with parents having to see a doctor for something that could have been so easily and quickly dealt with at a Children's Centre."</p> <p>"The difference between the toddler groups & children's centres is that professional help is at the centres with time to spend with individuals & parents feel that they can talk confidentially. If these centres close parents will no longer be able to discuss concerns & will ask for GP appointments".</p> <p>"The closing will put additional pressures on the NHS".</p>



Service provision and impact		
Theme	Detail	Supporting comments
Sufficiency of nursery provision and school readiness (Nuneaton & Bedworth Borough Warwick District)	Nursery provision & school readiness - the loss of Nursery provision is a big concern.	<p>"2Help is crucial because a lot of the parents we see haven't accessed a children's centre before & we are supporting them before they can learn anything e.g. speech & language. If we take that support away for 0-2 year olds then the 3-4 will be missing a chance to develop prior to going to school".</p> <p>"Many families tell us if we did not have this facility they would be unlikely to access the children's centre. This also contributes to early intervention for families who may otherwise not receive support until their child accesses their funded nursery education".</p> <p>"The parents of children whose children had accessed Nurture Nurseries within the Children Centre's described this service as instrumental in supporting their children to achieve. One parent talked about her sadness of her third child not being able to access the same provision that her older two children had attended. The parent described how having a small, friendly supportive nursery within the Children's Centre had made the process of accessing nursery less scary. Parents identified that developing strong relationships with staff has supported there to become more confident, achieve good outcomes and be school ready."</p>



Specific services comments summary

- Stay and Play
- Perinatal
- Health Visitor
- Parent courses
- Messy play

Specific services comments		
Theme	Detail	Supporting comments
Stay & Play (ALL Districts & Boroughs)	Stay & Play - time for parents/carers/grandparents to chat and peer support (time to make friends).	<p>"I lost my Mum who had been a great support, visiting me daily to support me with my then 1 year old. I was and still am devastated.....I didn't have the luxury of shutting the world out, much as I wanted to, so I got up the next day and went to Ladybrook Stay & Play, somewhere I knew I would be safe, supported, comforted and not judged. I believe it was the constant of Ladybrook Stay & Play that helped me through my grief and to continue to be a good Mummy to my children."</p> <p>"Over the years I have seen and spoken to many friends whom the Stay & Play has helped. Friends who have lost family members, divorced, children with autism, learning difficulties, as well as more usual challenges of reflux (my son), sleep pattern, breast feeding, weaning, allergies/intolerances, behavioural issues etc. All these things no matter how big or small have been helped by the team at Ladybrook."</p> <p>"The Stay and Plays are both a gateway and bedrock for services and a 'way in' for staff to engage with families who may otherwise be reluctant, or even be unaware that extra support is needed".</p> <p>"...only through attending things like the stay and play can issues such as post-natal depression, money worries and domestic abuse be picked up. Without these and the most vulnerable families risk struggling alone - leading to later problems which may have been avoided had they been picked up sooner".</p> <p>"The Sure Start approach assumes that many parents experience problems i.e. that is the norm and encourages them to come together, within a safe setting with experienced staff and seek common solutions. An essential component is the provision of Stay & Play which</p>



Specific services comments		
Theme	Detail	Supporting comments
Stay Play (ALL Districts & Boroughs)	Stay & Play - time for parents/carers/grandparents to chat and peer support (time to make friends).	acts as both a self-help club but also a welcoming environment for parents/carers who would otherwise be reluctant to engage with services". "Universal Stay & Plays are the bedrock - not to say you can't build, but without this the whole system will fall apart. Don't think Councillors will understand it is the bedrock that is at risk".
Perinatal (ALL Districts & Boroughs)	Perinatal services are vital.	"It is essentially important to fund services for expectant mothers and children and all the related services e.g. antenatal and post-natal care.....appropriate funding of these services now will obviate problems later and will therefore be cost effective."
Health Visitor (ALL Districts & Boroughs)	Access to health visitor, advice on minor child illness but "on the spot", not a waiting list with an appointment weeks ahead.	"I had help from the children's centre when I had problems breastfeeding, when I needed a health visitor and at Riversley Park I got so much help and support." "It is important that when families need help they need help with their issues on the day and cannot wait 6 weeks for an appointment". "Health visitor is fantastic - comes to my house - support to come out to friends in same position - peer support - the combination is critical".
Parent courses (Nuneaton & Bedworth Borough Warwick District)	Parental training/ classes.	"At the beginning I didn't know how to parent him, without the children's centre help including Triple P stepping stones my relationship also wouldn't have survived". "I didn't really want to go on a parenting course because I felt embarrassed that people would think I was a rubbish parent. But actually it was to so helpful and it has made me really think about how I treat the boys and deal with their behaviour". "I loved doing the Canny Cooking course. The kids still love to eat the pasta sauce I learned to make, and I am still really close with the other mums I met on the course".
Messy Play (Stratford District Warwick District)	Free play with messy art/craft materials	"Messy play is something we love. You get to do it outside your own home so you don't have to clear up the mess. I'm a bit OCD so there's no way she'd do messy play at home"



Service users and access theme summary

- Deprivation isn't the only indicator of need
- Limited rural transport to services
- Online support both a hindrance and a help
- Developing relationships between staff and families
- First point of contact for reporting difficulties
- Special Educational Needs and Disability (SEND) support

Service users and access		
Theme	Detail	Supporting comments
Understanding need (ALL Districts & Boroughs)	Ensure that those classed as "not deprived" and come from affluent areas are catered for - they still have issues.	<p>"I know you want to reach the most vulnerable but all areas have a need".</p> <p>"Need to be centres that welcome all and not just the vulnerable. Otherwise they'd become stigmatised".</p> <p>"Your postcode shouldn't determine what services you can access".</p> <p>"In previous rounds of budget cuts it has been suggested that resources should focus solely on targeted services. However, experience tells us that this simply doesn't work and there is a real need to provide universal in order to engage families in the first place".</p> <p>"Everyone within the community, from every walk of life, every culture and faith should be able to access this help and support, not just those families considered as deprived. Such labelling is, in itself, offensive and often discourages those most vulnerable and needy families from attending the centres".</p> <p>"...in fact financial circumstances or where one lives makes no difference to the anxieties, worries and problems faced by parents. A high percentage of parents need advice on feeding, sleeping patterns, child development, childhood illnesses and a myriad of concerns".</p> <p>"I think there is a view that a wealthy town like Kenilworth isn't an 'area of need'. Well I don't think it's as cut and dried as that. Every parent, new or otherwise, needs access to support."</p> <p>"Just because not a poor area doesn't mean not vulnerable when just had baby. I had PTSD from childbirth and needed support."</p>



Service users and access		
Theme	Detail	Supporting comments
Rural access to services (North Warwickshire Borough Rugby Borough Stratford District)	Concern over people falling through the cracks if services are less accessible, especially in rural areas	<p>"Rural communities are not being served by the proposed location of the hubs. For example in Rugby district all the identified hubs are within reach of the town centre yet Long Lawford families that don't have alternative community facilities will be cut off from services unless they have access to transport."</p> <p>"My experience of working in Lighthorne Heath's Children's Centre was that families that lived outside of Lighthorne Heath did not access services. It was important to deliver services in their communities using local church halls, community room etc. This did however cause logistical issues with many spaces booked by other providers and the cost of hiring".</p> <p>"After the redesign/reconfiguring of services there may be some families that will live further away from the services they need or rely on. What will happen to them? Will they need public transport to attend, who pays for that?"</p>
Online support is not always appropriate (Nuneaton & Bedworth Warwick District)	<p>Concern over too much "help" being via web access - is this a safeguarding concern, will people misdiagnose.</p> <p>Need to ensure access to ICT and help to use the systems.</p> <p>Also need to consider that for some, online support may be more helpful.</p>	<p>"We would not access support if the ladies did not come on to the [gypsy and traveller] site, I cannot access the internet or computer, I like to speak to someone face to face."</p> <p>"Reliance on my phone was the worst things that I could have done - I didn't love my baby - needed a real hug. I'm professional and qualified - went into myself - didn't need online - needed somewhere to come and cry".</p> <p>"Some of the advice online is worrying".</p> <p>"It should not always be 'a given thing' that these families all have access to the internet, or would be able to access the info they were looking for".</p> <p>"...the idea of online help is great too so they can access that advice when they need it (whether that is at 9am after a stressful school run or 2am when you can't sleep etc.)...parents and children need more immediate help than waiting for the one time a week or few hours in the day that a centre is open."</p>



Service users and access		
Theme	Detail	Supporting comments
Relationship building (Rugby Borough Stratford District Warwick District)	Continuity of staff, home visits bringing parents out of their homes into centres to meet people.	<p>"At present SCW/FSW go out to families, build up a rapport and then the families begin to engage with services and start attending Centres - how will we ensure this is maintained?"</p> <p>"Hubs with such a wide range of services covering such an extensive age range will have a negative impact on engagement with families...it has taken years of creating a friendly, non threatening environment with the right staff and facilities that are welcoming...to be able to break down those barriers which prevent people accessing services....it will be at the very least daunting but at the most too difficult to achieve".</p> <p>"Rapport is important - getting to know who needs help and what sort of need".</p> <p>"The Children's Centres provide services on an ongoing basis which gives scope for relationships to be developed, between staff and service users. This means that trust can develop, which can be drawn on when extra support is needed. Without the ongoing services, the relationships so vital to parents and their families are not in place and the services and staff are only used when there is a problem. The potential consequences of this are many and will be clear to you".</p>
First point of contact to report difficulties (Nuneaton and Bedworth Borough Rugby Borough Warwick District)	Concern over what will happen to people (e.g. vulnerable women) who use the children's centre as a first point of contact to report issues such as domestic abuse.	<p>"A woman from the Asian community who spoke little English, had little family and the assistance the Children's Centre gave her and her child to safely to leave her husband. The woman was suffering domestic abuse, was not allowed to leave the house and had all money controlled by her husband. The CC helped engage the agencies required to help her leave her husband."</p> <p>"There is an increase in domestic violence being reported within Asian community, with the children's centres being considered a safe first point of contact and support."</p>



Service users and access		
Theme	Detail	Supporting comments
	Concern that the voice of the most vulnerable will not be heard as part of the consultation.	<p>"Families who need and access the most support from us are not the people who will raise their voice to be heard during this time of review. They are the people who are difficult to engage, who we have worked long and hard with to support them and their children, and it won't take much for them to disengage".</p> <p>"The people that you need to speak to will not come forward. There are very few parents of young children here tonight. Your target audience are not driven to participate. The consultation questionnaire is very long and complicated and difficult to complete".</p>
<p>Special Educational Needs and Disability (SEND) support</p> <p>(ALL Districts & Boroughs)</p>	Services and access for disability.	<p>"I have been attending a weekly group at the Kingsway centre for children with developmental delay. It's been an absolute lifeline for me in term of meeting other parents and getting advice but also for X as she can't really go to mainstream toddler groups"</p> <p>"For our community it is the first time that a lot of young people have accessed a children's centre when they come to our sessions. Riversley children's centre is a brilliant place and the sensory room they have is fantastic. The value of that sensory room is so great, we have a friend who has a boy with disabilities who without that room would have nowhere to go with those facilities."</p>
<p>Language barrier for services</p> <p>(Rugby Borough Warwick District)</p>	How families access services if their first language is not English	<p>"The Centre translated the programme and timings for me".</p> <p>"Children learn from spending time with other people. He is not eating well at home but he eats well here. It helps him pick up words of the [English] language".</p> <p>"I was confined in my house with my child. It was depressing. At Kingsway, like India, people will talk to you".</p> <p>"I don't feel welcome at the Children's Centre. The groups are cliquey and I don't belong there. Here I can meet people who I can speak to in my own language".</p>



Location theme summary

- Riversley Park was preferred as a Hub site to Abbey – particularly for its SEND support
- Kingsway was preferred as a Hub site to Sydenham – particularly due to its size/layout, location in an area of need and the potential for alternative community outreach sites in relation to Sydenham, for example the SYDNI Centre
- Long Lawford in Rugby Borough was preferred to Oakfield to facilitate rural access in the west of the Borough
- Kenilworth, Shipston and Southam residents indicated existing levels of perinatal mental health support were helping reduce the demand on specialist services.
- Cost of transport, distance to travel and difficulties of using public transport
- Alternative uses for non-Family Hub Children’s Centres
- Housing and population increases
- Suitability and safety of non-Children’s Centre Buildings for service delivery
- Building closures limiting voluntary groups’ access to venues
- Concept of ‘safe space’ for service delivery
- Disabled access to buildings

Location & Type of Building		
Theme	Detail	Supporting comments
Transport access barrier (ALL Districts & Boroughs)	<p>Consideration around location and accessibility of hubs & spokes due to high cost of public transport – engage with WCC Transport?</p> <p>The difficulty of travelling with young children particularly on public transport.</p>	<p>“The distances that people would have to travel on public transport means that most probably, they are not going to use the Children’s Centres at all, and the people that need these centres the most, are probably the people who can least afford the travel costs.”</p> <p>“Make sure that services are still provided in further out areas. The distance families are expected to travel (or will be) are unrealistic”.</p> <p>“Where the proposed family hubs are would not be accessible for me/ Public transport is poor and a for a five minute bus journey to the town centre costs me over £3 for a single. I can’t afford that.”</p> <p>“Transport to Sydenham and Lillington is poor, we are not low income but a lot are”.</p> <p>“We’re only here for one year from India. I can’t buy a car so we walk to here”.</p> <p>“I suffer with anxiety, I travelled across town with my Child with special needs and we had to deal with comments from other passengers who didn’t understand his difficulties of travelling on a bus and coping with different situations”</p>



Location & Type of Building		
Theme	Detail	Supporting comments
<p>Transport access barrier (ALL Districts & Boroughs)</p>	<p>Need to maintain and increase access, particularly in rural areas.</p> <p>Concerns over cost of staff travelling between outreach sites.</p>	<p>“The proposal to place the main hub in Alcester will have a detrimental effect on families living in the centre and south of the district of Stratford on Avon. Many families who use the services of these centres will no longer be able to access them due to the geographical constraints. I would suggest that travelling by public transport from areas such as Shipston and Long Compton would take up most of the day as public transport would be prohibitive. Even if those families were able to drive, the time taken to and from Alcester could be costly and time consuming. Equally I believe it would take up a huge amount of professional’s time travelling to outreach centres. Placing the main hub in Stratford town would be more efficient in terms of access and travelling as most buses come in and out of the town. This of course still does not help those families who live on the outskirts of our district so I would suggest that consideration be given to having at least three children’s centres in more accessible areas i.e. Alcester, Stratford and Shipston or Southam.”</p>
<p>Alternative uses for non-Family Hub Children’s Centres (ALL Districts & Boroughs)</p>	<p>Primarily child/family/parenting focussed/venue hire/deliver training/adult education.</p> <p>Concerns voluntary sector/ community will not ‘pick up’ the running of services.</p>	<p>“Maybe you could rent it out to other organisations”</p> <p>“Couldn’t the Health Visitors use it?”</p> <p>“We are always saying to each other that it would be great if we could hire the centre between ourselves, or hire it out for parties.”</p>
<p>Housing and population increases (ALL Districts & Boroughs)</p>	<p>There are a number of significant housing projects underway or planned and there is predicted to be an increase in population in Warwickshire in future years. In particular this will increase the number of young families locally who will be accessing services.</p> <p>Consider areas of new build and planned housing developments in regard to where to site a Hub.</p>	<p>“With an ever growing population, going from twelve centres to one is a drastic step. There should be a happy medium”.</p> <p>“I’m not sure that the information in the ‘Core Strategy’ has been considered because these will provide the evidence of where the greatest growth of population is taking place”.</p> <p>“The Lighthorne Heath Children’s centre caters for a large geographical area with a large planned expansion of population over the next 14 years...These people will not travel to Alcester 23 miles away necessitating three buses and taking an entire day round trip”.</p> <p>“The local housing plans for the district and for</p>



Location & Type of Building		
Theme	Detail	Supporting comments
		Kenilworth in particular will mean a significant rise in the number of young families within the town and the surrounding areas in the next few years."
Safety standards of buildings (Stratford District Warwick District)	Concerns raised over standards, availability and amenities of church halls, village halls, community centres.	<p>"Community venues are generally booked and it is likely that there will never be a day when they are completely freely available for hire. Hiring a hall comes at a price, they are not free of charge so there will, no doubt, be a significant cost in providing such outreach facilities".</p> <p>"The centres are specifically designed ...no steps, no cold dusty old church, safe furniture and rooms, children's door handles and toilets".</p> <p>"The current buildings are fit for service for 0-5, community venues may not be".</p> <p>"We frequently have to address health and safety and safeguarding concerns at external venues. Accessibility can be an issue at some community venues for wheelchair users".</p>
Voluntary groups' access to venues (Nuneaton & Bedworth Borough)	Loss of venues will result in a reduction in voluntary groups providing services.	"2 of the centres in Bedworth are already in community run buildings but removal of Children's Centre services will have a significant impact on their sustainability going forward and therefore committees will need to look at alternative long term renters of the space which may then alter their suitability for 0-5 yr olds, especially as both centres already have preschools/nurseries on site."
Safe space for services (Rugby Borough Warwick District)	Want dedicated 'safe' spaces to access services, where supportive relationships can be developed.	<p>"It's mine and my baby's safe place. I feel safe to cry there and know I can get an ear to listen, advice, or a hug"</p> <p>"I have experienced mental ill health in the past and my local children's centre Lillington has been absolutely crucial in helping me to stay well. The Monday morning baby stay and play and well baby clinic has given me a safe space to get to know local parents and so decrease my isolation".</p> <p>"I understand 'outreach', this is a wonderful idea, my concern is around the reliability, the safety and the clarity of that space. We need a definite space, a clear space. This is important that our families know it is safe".</p>



Location & Type of Building		
Theme	Detail	Supporting comments
Disabled access (Warwick District)	Concern over locations not being accessible to people with disabilities e.g. some sites can be inaccessible or are only partially accessible to wheelchair users.	<p>“I attempted to access some services...however I was advised by the NCT that their courses were not held at accessible locations....we also found a number of access difficulties with activities held in buildings which should have been accessible e.g. accessible entrances being locked, lifts being installed but out of service.”</p> <p>“I did not have issues when first born, I did not use Children’s’ Centres but then I became a wheelchair user, I found I could not travel, lifeline was my local centre. Looked at travel – accessible, support with mobile toddler, my child was shy, he needed same workers, familiarity”.</p> <p>“Don’t make it difficult for families to get to centres. These centres need to be in the locality where disabled children are and there needs to be enough. Once you expect families with children with special needs to travel long distances to access facilities it causes problems. The sheer effort it takes to organise visits to centres is colossal. Very wearying for parents and if there are other children in the family difficult to organise adequate cover”.</p>



General comments summary

Financial

- Use of reserves/reverse savings
- Ring fencing of 0-5 budget
- Clawback
- TUPE
- In house vs commissioned services

Consultation process

- Already been decided
- Timing during school holidays
- Awareness of consultation
- Questionnaire long, complicated, times out, not in English
- Scale of consultation
- Recording of face to face feedback

General comments		
Theme	Detail	Supporting comments
Financial	<p>Understanding from many that we are tied with the savings agreed by Council but:</p> <p>Is there a mechanism to change the savings proposals?</p> <p>Can 0-5 funding be ring-fenced like the adults from Council Tax?</p> <p>Negative financial benefit as there will be costs incurred with clawback, TUPE, redundancies, building closure, renovation of some buildings etc.</p>	<p>“The Board would like to see the present Warwickshire 0 – 5 budget ring-fenced for that age group and retained or increased, and call for the development of an Invest to Save Business Case”.</p> <p>“The County Council has considerable reserves, and does not have to cut the Children’s Services budget by the amount proposed. Use of reserves could at least phase in cuts rather than the overnight reduction proposed.”</p> <p>“As a Trustee of a former county-run and county-funded local youth and community centre, I know from first hand experience the challenges and benefits of moving to a new model, even one which continues to receive considerable WCC investment, such as through a peppercorn lease. I know also, having been employed for 5 years to run a grant making community foundation, that there are also some other sources of funding which could be available with a different operating model even if, inevitably, such a model still relies heavily on WCC support”.</p> <p>“If centres ceased to be used – still clawback? 3 phases conditions of the grant – were that the</p>



General comments		
Theme	Detail	Supporting comments
Financial In-house/ Commissioned services		<p>spaces were to be used for Early Years purposes – there have been hundreds of closures since 20/30 over 4/5 years – hasn't been proportionate PVI sector to run nurseries – DfE looked favourable on this. “</p> <p>“There is a proposal to TUPE existing children's centre family support workers over to WCC. Will the children's centre family support workers also be vulnerable?”</p> <p>“How can bringing all services in house be cheaper than commissioning them?”</p>
Consultation process concerns (ALL Districts & Boroughs)	Concerns over the consultation process, methodology and evidence base.	<p>“It is a widely held concern that the proposals are a foregone conclusion and that the consultation process has merely been a formality – but I really do hope that we are all wrong”</p> <p>“Whoever wrote the questionnaire should be shot”</p> <p>“We call for a delay for a year followed by a second consultation on any new proposals. This would allow for the Invest to Save Business Case to be developed, staff structures to be formed, with thought and planning for the services to be offered, consideration of the local community needs included, and time for what is already in place to be built on and expanded.”</p> <p>“Members of the audience raised concern that they had attempted to complete the questionnaire on-line and had found it difficult to complete as they found that it was too long and contained too many questions”.</p> <p>“It just took too long to complete. I didn't have a lot of time to write much in the boxes and before I had really had time to think of what I wanted to put the page timed out. I don't think it was very fair to busy parents who are trying their best and don't always have spare time”.</p> <p>“The consultation process – the questionnaire is fiendish, it has a negligible effect as people will not fill it in, time of public meeting is at bedtime, plus in school holidays”.</p>



General comments		
Theme	Detail	Supporting comments
<p>Consultation process concerns (ALL Districts & Boroughs)</p>		<p>“Concern was also raised that the questionnaire is only available in English”.</p> <p>“I filled in a paper questionnaire, but the questions gave me options that I didn’t really understand”.</p> <p>“I think the problem is that the public don’t know what we are being consulted on”.</p> <p>“family hub sounds like a job centre”</p> <p>“The scale of the consultation exercise....which has produced more than 1,000 responses alone prevents a proper analysis being completed in September in time for changes to be made effective before 1st April 2018”.</p> <p>“Even now when I have mentioned in passing conversation, the consultation, there is either ‘I didn’t know about this’ or ‘it’s already been decided’. The questionnaire is complicated and wordy, may mean families will not bother. The survey site ‘times out’ if you take too long to answer the questions, very frustrating. “</p> <p>“A number of parents commented that they noticed that some of the consultants did not appear to be recording all of their feedback. In particular if they were offering views that were in disagreement with the consultation proposal these opinions did not appear to be written down.”</p> <p>““the woman kept telling me that there would still be sessions for me to go to, just maybe not where they are run now. I tried to explain to her that I would struggle to travel because I don’t have much money and it’s hard to travel across town with all of my children. She didn’t seem interested in what I was saying and just told me that they had to make the savings. She didn’t write down any of this stuff I was trying to tell her”</p>



Specific buildings			
District or Borough	Building	Detail	Supporting comments
North Warwickshire	Atherstone	Valuing the centre at Atherstone	“If there wasn’t a children’s centre in Atherstone I would find it hard to take the children to play groups due to not driving”.
North Warwickshire	Coleshill Other uses for the building	Coleshill considered quite small, restrictions on times, lot of demand locally. Organisation of centre not considered good. Buildings could be used for other things e.g. by other orgsns or by parents hiring them.	“So in summary the venue is quite small here and there are restrictions on times however you have really valued the opportunity to form friendships. You are very interested in the learning element and the courses are good but the organisation isn’t. This is preventing you making the most of the opportunities you have and there is demand there”. “Maybe you could rent it out to other organisations?” “We are always saying to each other that it would be great if we could hire the centre between ourselves, or hire it out for parties.”
Nuneaton & Bedworth Borough	Abbey / Hatters Space	Support for Hatters Space building	“Abbey – Small but Hatters Space has the potential for being a genuine hub”. “Hatters Space, WCC stopped funding and it had to run itself, it is now packed”. “There is not enough space at the Abbey Children’s Centre for the things we need. Community paediatrician and other services.”
Nuneaton & Bedworth Borough	Bulkington	Bulkington – great venue, a lot of work done to the building, a lot of activities at local community venues. Loss to community if services stopped.	“We had success with Bulkington Children’s Centre until the funding cuts.....you seem to be determined to maintain Bulkington turning into the Marie Celeste. We spent time adapting the building, building a conservatory and we created a Children’s Centre in an existing building. It now appears to be a redundant asset....Bulkington would suffer if we lost the Children’s Centre.” - [Councillor] stated he would put a proposal together



Specific buildings			
District or Borough	Building	Detail	Supporting comments
Nuneaton & Bedworth Borough	Camp Hill	Support for Camp Hill building	<p>“Size lends itself to Family Hub and in area of need. The fire presents an opportunity to future proof”.</p> <p>“Not against FH, if we are going to deliver fully integrated services including health that is good. But only one building, Camp Hill, is suitable for that extensive service and age range, we can start from scratch”.</p>
Nuneaton & Bedworth Borough	Keresley Minors (Bedworth CC Group)		Questions regarding sufficiency maintenance as nos. on waiting list. Proposal to get Keresley Newland Primary Academy to take on provision and potentially TUPE staff into the school.
Nuneaton & Bedworth Borough	Ladybrook	Support for Ladybrook	“On a NHS site. Real potential and capacity here for the local community to keep it going”.
Nuneaton & Bedworth Borough	Riversley	Support for Riversley building	“The board felt that consideration should be given to retaining Riversley Park as a more central location in Nuneaton than Abbey (or in addition to Abbey) to support the other side of Nuneaton. Transport costs and distance is a real challenge for many members of the community”
Nuneaton & Bedworth Borough	St Michael’s		“St Michael’s/Bedworth – high footfall, outstanding nursery, lease building from Nicholas Chamberlaine”
Rugby Borough	Rugby/ Boughton Leigh	On an enclosed school site, how can there be full and easy access to this – same goes for other sites on school grounds.	“I know Brownsover needs services, keep open Boughton Leigh. This area must remain open so that people can walk there as they have no transport”.
Rugby Borough	Rugby/ Hillmorton	On edge of Rugby but extending south & west, Houlton & across to Dunchurch.	“6,000 houses in Hillmorton with one Children’s Centre open, the closest proposed is Claremont. Houghton is being built which is going to be another 6,400 houses, if Hillmorton closes, that would be 12,000 people without a Children’s Centre. That’s a hell of a community without a Children’s Centre”.



Specific buildings			
District or Borough	Building	Detail	Supporting comments
Rugby Borough	Rugby/ Long Lawford	On edge of Rugby, limited bus service, growing “village” with large housing development ongoing.	“Talking about closures – Claremont and Oakfield are proposed to stay open, you need to keep Long Lawford Children’s Centre too, this is a village, to get elsewhere you have to get on a bus and then another bus”.
Rugby Borough	Rugby/ Wolston	Concern about closure and in ability to travel into Rugby to the Family Hub.	“The proposed family hubs in Rugby Borough are all closely geographically located. This would mean great services for anyone located in Rugby town, but no local services for anyone outside of the town. There are countless villages within the Borough and access to Rugby is not easy for many families without cars. The children’s centre in Wolston is great resource and the only centre on the west side of the Borough and it’s closure or the removal of services from here would leave many families unable to access services and resources.”
Stratford District	Alcester	Little or no support for Alcester being the central hub.	<p>“What is the reason for sitting the hub in Alcester when there is a central location which already has a population 4.4 times the size of Alcester, as demonstrated by the 2011 Census. Alcester – 6,273 Stratford-on-Avon – 27,445”</p> <p>“Alcester has fewer new housing proposals than elsewhere in the district.”</p> <p>“It is understood that the if the main hub is to be in Alcester, there will be district wide outreach posts, which will be located in community buildings such as church or parish halls and community centres. If a professional has to go out to a community centre in Shipston, for example, they will have to go from Alcester to Shipston via Stratford-upon-Avon for what could be no more than half an hour visit with a client. In terms of time and motion, this is a complete and utter waste of a counsellor’s valuable time”.</p>
Stratford District	Lighthorne Heath		Proposal from Gaydon Parish Council to include a children’s centre with the re-location of the primary school.



Specific buildings			
District or Borough	Building	Detail	Supporting comments
Stratford District	Southam	Southam – large growing community but has a “feel” of a village as everyone knows everybody and helps and supports each other. Has poor public transport.	<p>Proposal from Southam Town Council for alternative site at Grange Hall.</p> <p>“Southam is set to experience an unprecedented level of growth over the next few yearsthis will put an enormous strain on our limited infrastructure and service providers”.</p> <p>“People in Southam who want to get to a hub in Alcester will have to travel approximately 30 miles. Without their own transport people are going to find it incredibly difficult to travel from Southam to Alcester – it would require getting a bus from Southam to Leamington Spa, then to Stratford-upon-Avon and then another bus from Stratford-upon-Avon to Alcester. Not ‘all roads lead to Rome’ but they certainly seem to be leading to Stratford-upon-Avon, so why not just let the bus stop here?”</p>
Stratford District	Stratford – Kineton, Lighthorne Heath, Southam and Wellesbourne	Concern about loss of provision and the expectation families will travel.	<p>“The idea that young families will be willing and able to access services based at a hub as far away as Alcester is unrealistic as it is irresponsible....Retention of a children’s centre in at least two of these locations [Kineton, Lighthorne Heath, Southam and Wellesbourne] should be considered”.</p>
Stratford District	Stratford	Stratford – good model already – big town, a Hub should be there.	<p>“I think Stratford is a big enough town for it warrant its own ‘hub’ as, like many of the people said today, having to travel miles would be unfeasible for them and it would be more central for the majority in the district”.</p> <p>“The issue was considered by Stratford-upon-Avon Town Council at its meeting on 25th July 2017. There was unanimous condemnation for the proposal to close all the centres with the exception of one in the Stratford District, and it was also unanimously believed that if there is to be but one centre, this should be located in the main town for the area, which is Stratford-upon-Avon. The Town Council was not convinced that the reorganisation is in the best interest of children, but if inevitable, WCC should locate the hub for the district of Stratford-upon-Avon in line with geographic centrality. It was also considered that demographically, Stratford-upon-Avon, as the main town within the district, has the most</p>



Specific buildings			
District or Borough	Building	Detail	Supporting comments
			<p>effective public transport service, and is the most accessible location for those travelling from all the other affected locations”.</p> <p>“The Town Council unanimously believes that the central hub has to be based in Stratford-upon-Avon, on grounds of the size of the population and the geographic centrality....demographically the hub should be in central Stratford-upon-Avon or even Wellesbourne which is also faced with significant housing development.”</p>
Stratford District	Studley		<p>Studley – open 4 days a week, already offers out-reach sessions, local staff who have local knowledge – be good to have maternity services there too so do not have to travel across border to Worcestershire. (£3.50 bus fare to Alcester).</p>
Warwick District	Kenilworth	<p>Kenilworth – most attended public session, strong feeling that Kenilworth should have a Family Hub. Comments that it already works as a Hub and work closely with Health and have a Baby Clinic.</p> <p>Loss of any provision in the town</p>	<p>“Great outdoor space at Kenilworth – so valuable”.</p> <p>“Kenilworth statistically probably has fewer social issues than other areas where you plan to site hubs. The problems for families in need in Kenilworth in this case therefore mean that services are simply not as accessible and in this way families in need in Kenilworth become disadvantaged. It is not enough to state that they can look towards Leamington or Coventry”.</p> <p>“Again this morning at the St. John’s Centre in Mortimer Road there were lots of Mums and Dads (with their children) expressing concern about the plans for the centres in Kenilworth. They made clear too their very strong desire and appetite to see them continue, given their role in the local community in helping new parents cope with the challenges of parenthood.”</p> <p>“I am concerned that Leamington isn’t very accessible for families living in Kenilworth so a level of service in an active hub will need to be retained in Kenilworth”.</p> <p>“It’s accepted that it might be unrealistic to retain the town’s current two sites. However, it is even more unrealistic to expect families to</p>



Specific buildings			
District or Borough	Building	Detail	Supporting comments
Warwick District	Kenilworth		<p>travel from Kenilworth to the proposed hub in Lillington. ...the relative financial wealth masks the very real other needs of many families. Equally importantly, the degree of social isolation in Kenilworth with many parents having little local family support makes the need for education and health professional services and networking opportunities provided by a local children’s centre even more important.”</p>
Warwick District	Kingsway	Kingsway is a better location for the Family Hub than Sydenham	<p>“If Warwickshire is to move to a Family Hub model, the preferred sites in Leamington would be Lillington and Kingsway with an active spoke in Sydenham, further consideration would need to be given to accessibility of services for families living in Whitnash and carefully considered lease arrangements could accommodate outreach services in the current building with a new provider. I would also recommend that the lease is retained for the Flats adjacent to Lillington Children’s Centre to accommodate office space. This would provide accessible services that are relatively manageable to access for families.”</p> <p>“As someone who has been managing a Family Support hub and spoke model for some time in Leamington I would propose that the Kingsway site would be a more accessible site for families, and would also present significantly more room and scope to accommodate a greater number of multi-agency practitioners working with the 0-5 population in Leamington than Sydenham offers. If the vision is to increase collaborative and integrated working then I believe that Kingsway offers a better prospect than Sydenham.”</p> <p>“Sydenham to Kingsway is a 45 minute walk for me with the pushchair and the other one on reins. I’d of forgotten what I’d gone for by the time I arrived”.</p> <p>““The SYDNI Centre already provides an excellent community resource so arguably having a Family Hub too just up the road could result in duplication of services or could take footfall away from the other.”</p>



Specific buildings			
District or Borough	Building	Detail	Supporting comments
Warwick District	Lillington (Leamington Spa / Warwick District)		<p>“Lillington – proposed site of Family Hub, the Youth Centre is also already used and Lillington Library is also a One Stop Shop – is this too much in one area?”</p> <p>“The preferred sites in Leamington would be Lillington and Kingsway with an active spoke in Sydenham. This would provide accessible services that are relatively manageable to access for families.”</p>
Warwick District	Westgate	Westgate site would be the preferred Family Hub location for Warwick.	<p>“If Warwickshire is to move to a Family Hub model, the Westgate site would be the preferred location for Warwick. Westgate is centrally situated within the Children’s Centre reach area and opposite the bus station, making it accessible and relatively easy to describe its location.”</p>
Warwick District	Whitnash		<p>‘I really like it because it’s small. It has a homely feeling.’</p>



APPENDIX D - Petition wordings

The total number of signatures was 7083, however it is known that a small percentage of these are duplicate signatories, signing more than one petition. These have been kept in as the wording of the petitions were different.

Petition starter: Kerry Carr	Number of signatures: 437 ePetition 1507 paper petition
<p>We the undersigned would like the Council to reconsider the redesign for Children's Centre services. We urge the council to develop a model of services which</p> <ul style="list-style-type: none"> • prioritises the well-being of babies and very young children in their first 1001 days; • protects and develops existing services and activities; • remains accessible for families and children. 	

Petition starter: Jessica Tomlinson	Number of signatures: 923 online petition 1332 paper petition
<p>Online petition wording: It was reported by Nuneaton News this morning (15/06/2017) that reassessment of our children's centers will take place, with some facing closure. This would be a terrible mistake for Warwickshire County Council. Across the borough there are thousands of families that rely on services provided by these centers. There are also hundreds of parents of children with additional needs who use these centers as a lifeline. My son is 3 years old and is on the waiting list for ASD assessment. Its already been a long battle to get this far but the children's centers within the borough have been the first places I call should I need help or advice. My sons community peadiatrician, Speech & Language therapist and health visitor are all based at the childrens centers under threat. Where will we be taking our amazing kids for their appointments? There are stay n' play sessions held at these centers that are specifically for children with additional needs, support groups for parents and constant access to a range of friendly advice that our children need without fear of us being judged should a meltdown happen or if we have no one else to talk to and we're at our wits end as parents. These centers can not close. Our children can not loose anymore. They have already been through so much...and so have we! Surely it's better to invest in our children now so that they stand a better chance of giving back to society when they reach adulthood. The centers that are at AT RISK are; Bedworth Heath, Bulkington, Ladybrook, Park Lane, Rainbow, and Riversley children's centre</p> <p>Paper petition wording: Warwickshire County Council have announced a possible redesign of services to children's centres with the possible closure of 6 centres; Bedworth Heath, Bulkington, Ladybrook, Park Lane, Rainbow and Riversley Park. We, the undersigned, are concerned citizens who urge our councillors to act now and vote against a redesign of services and ensure these vital centres remain open with the same services that are available at present.</p>	

Petition starter: Elaine Lambe, Serhan Wade and Gemma Proctor	Number of signatures: 508
<p>Warwickshire County Council have announced a possible redesign of services to children's centres with the possible closure of Southam Children's Centre. We, the undersigned, are concerned citizens who urge our councillors to act now and vote against a redesign of services and ensure these vital centres remain open with the same services that are available at present.</p>	



Petition starter: James Ellis	Number of signatures: 1929 online
<p>The Warwickshire County Labour group are extremely concerned about the Tory Administrations proposals to close all of the Children’s Centres across Warwickshire in 2018. The Tories propose to replace the 39 Centres with a handful of Hubs across the county.</p> <p>"It's worth spelling out that families will no longer have access to the locality based services including:</p> <ul style="list-style-type: none"> • Free advice & information Family Support drop in sessions, • Stay and play sessions staffed by trained and experienced professionals; • Access to professional support for help with issues of debt, housing, homelessness, returning to education and work; as well as a wide range of parenting and behaviour management courses and individual services... <p><i>"In addition to these universal services our local children’s centre staff spend a significant proportion of their time and energy supporting families where children are at risk of being removed, or being made subject to Child Protection plans. Staff work hard towards encouraging families to be more resilient by helping them develop their parenting skills."</i></p> <p>The Labour group is alarmed that without this layer of support and safeguarding, many children may slip through the net and be at much greater risk of being taken into the care system without children’s Centre support.</p> <p>There are also proposed staffing cuts of support staff who currently support priority families. Which all most certainly lead to increasing numbers of children been taken into care which will have major financial implications that the Tories seem to have overlooked.</p>	

Petition starter: Trevor Martin	Number of signatures: 447
<p>We the undersigned, deplore Warwickshire County Council’s plan to close Kenilworth Children’s Centre and to stop the delivery in Kenilworth of vital services to local families with children under 5 years of age in the Kenilworth area. We urge Warwickshire County Council to rethink their plans</p>	

Petition starter: North Warwickshire & Bedworth Labour	Number of signatures: 33
<p>STOP THE TORY CUTS TO CHILDRENS CENTRES FUNDING TO BE SLASHED. CENTRES WILL CLOSE.</p> <p>Conservative County Council announces consultation on cuts to children’s centres</p> <p>Labour Councillors and campaigners are calling on local people to join them in opposing the plans by the Conservative Warwickshire County Council to close our children’s centres.</p> <p>Under the Tories:</p> <ul style="list-style-type: none"> X £1.12 Million cut from the Children’s Centre budget in 2018 X 30 Children’s Centers could close in Warwickshire X Early years provision scrapped X 40 Family Support Staff to be sacked X They want volunteers to run Children’s Centers at risk of closure <p>Bedworth, Coleshill, Polesworth, Kingsbury and Mancetter Children’s Centres all at risk.</p> <p>Labour oppose the closure of Children’s Centres in North Warwickshire. Before the County Council Elections, no party controlled the Council. Labour secured an agreement to keep Children’s Centres open. Now the Tories run the Council, they plan to close the majority of our children centres.</p> <p>Sign our petition. Respond to the consultation. Tell the Tories to u-turn.</p> <p>We the undersigned call on Conservative Warwickshire County Council to reverse their cuts to children's centres</p>	

Appendix 2 - WARWICKSHIRE CHILDREN & FAMILY CENTRES - SERVICE OFFER & DELIVERY MODEL

1. Our Vision

Our vision for 0-5 services is *“to work together with our partners ‘to enable every child in Warwickshire to have the best start in life through a whole family approach that builds independence, resilience and ensures that services are accessible, proportionate and seamless based on need”*.

We will achieve this through:

- A whole system and place based approach that ensures service provision is connected with wider service delivery and transformation. It will be underpinned by information sharing across agencies and assessment of need;
- Ensuring communities and individuals are supported to be safe, healthy and independent with a targeted approach towards the more vulnerable;
- Contributing towards a vibrant economy that enhances the financial wellbeing and independence of children, young people and families;
- Delivery that is based on how services are accessed rather than the historic location of our current buildings;
- Working with communities on the future shape of services and consideration of how engagement can be sustained to ensure continuous service improvement;
- An interaction that promotes independence and resilience rather than dependency.

And in doing so we will have due regard to the ‘Journey of the Child’ principles:

Values and Principles

1. Our **focus is the child** and the family and the outcomes we can help them achieve - with their voice at the centre of our engagement.
2. We value and make the most of **partnerships and our colleagues** and the skills they bring to the table (including our foster carers).
3. We **avoid duplication and bureaucracy** wherever we can and
4. We share a **single system for assessment and a single plan** - wherever children and young people receive help.
5. We work together to safely deliver within the **context of financial constraint** and seek the opportunities as well as facing the challenges this provides.

Appendix 2 - WARWICKSHIRE CHILDREN & FAMILY CENTRES - SERVICE OFFER & DELIVERY MODEL

2. Our Service Offer

Where does it come from?

Our recommended model builds on:

- Outcomes of a 11 week long public consultation
- Substantial research and engagement work undertaken through the Smart Start Programme (2015-2017), Smart Start Strategy 2016-2020 and findings from the Smart Start funded project led by Barnardo's on behalf of all Warwickshire children's centres providers: 'Re-imagining our Children's Centres'
- Learning from the Priority Families Programme in terms of the 'think family' approach and concept of 'one worker, one family one plan'
- Cross party manifesto '1001 Critical Days' & APPG on Children's Centres – 'Family Hubs: The Future of Children's Centres'
- Marmot (2010) Fair Society, Healthy Lives
- Wave Trust (2013) Conception to Age 2: The Age of Opportunity.

It takes into account the strengths of the current provision and is based on a stepped approach, offering a balance of universal and targeted services to build resilience in Warwickshire families and improve the life chances of Warwickshire children.

The model sets out the future delivery of 0-5 services to ensure that they are relevant, fit for purpose and aligned with the strategic direction of the County Council in relation to the:

- One Organisational Plan 2020
- Development of Community Hubs
- Transformation Programme in relation to Children and Families.

What does it look like?

The Children and Family Centre model is based on the stepped approach to accessing support and services and will deliver a seamless, integrated service with a particular focus on 1001 critical days (from conception up to 2 years of age):

Appendix 2 - WARWICKSHIRE CHILDREN & FAMILY CENTRES - SERVICE OFFER & DELIVERY MODEL

STEP 1: Parents, carers and children get the information that they need to self-help, as appropriate.

Access to information/ signposting/ self-help/ peer support predominantly through digital online services (e.g. Family Information Service, Warwickshire Directory, Solihull Approach parenting guides) and use of Children and Family Centres (plus associated outreach provision) and greater connectivity of such provision through other places accessed by children and families such as nurseries, schools, libraries, health centres, community hubs, volunteer led groups etc.

STEP 2: Parents, carers and children are able to access services that support parenting, promote health and wellbeing and improve school readiness. The provision of universal services ensure that Children and Family Centres are not stigmatised, removing barriers to access. Universal provision will also ensure that those who are in need of a more targeted intervention (at Steps 3 and 4) are identified and can access support early.

Direct universal advice and support to be delivered via Children and Family Centres (plus associated outreach provision) in terms of Family Information Service; midwifery; health visiting; ante-natal parent groups; parent and child groups / “stay and play”; universal parenting guides and courses; adult learning – access to REAL (Raising Early Achievement in Literacy) and REAM (Raising Early Achievement in Mathematics) courses working with families and children from 2-5 years to improve numeracy, literacy and language; support in accessing suitable early years education provision; family support “drop-in” sessions; Chatter Matters sessions.

STEP 3: Services are targeted to those who need help most through a locality based multi-agency approach.

Targeted support to be delivered via Children and Family Centres (plus associated outreach provision) such as lower level mental health support for parents/ counselling; access to IAPT (Improving Access to Psychological Therapies); bilingual Chatter Matters; direct 0-19/25 family support; financial well-being support through advice on housing, debt and budget management; access to relationship support; Family Nurse Partnership service; CAMHS/ emotional and mental wellbeing support for children and young people, Speech and Language Therapy; sensory play sessions for children with additional needs; baby massage.

STEP 4: Intensive support can be accessed (though delivery may be elsewhere) for those with acute level of need and/ or where Steps 1-3 have not worked, or where safeguarding concerns are present.

Access to targeted intensive support via Children and Family Centres (plus other appropriate outreach) such as intensive 0-19 family support/ social care support, access to domestic violence support, substance misuse support, mental health support, incl. perinatal mental health service, CAMHS/ emotional and mental wellbeing support for children and young people, Speech and Language Therapy.

Appendix 2 - WARWICKSHIRE CHILDREN & FAMILY CENTRES - SERVICE OFFER & DELIVERY MODEL

The service offer and model is dependent upon multi agency working and as such we intend to develop and/ or maintain strong links with other services and organisations.

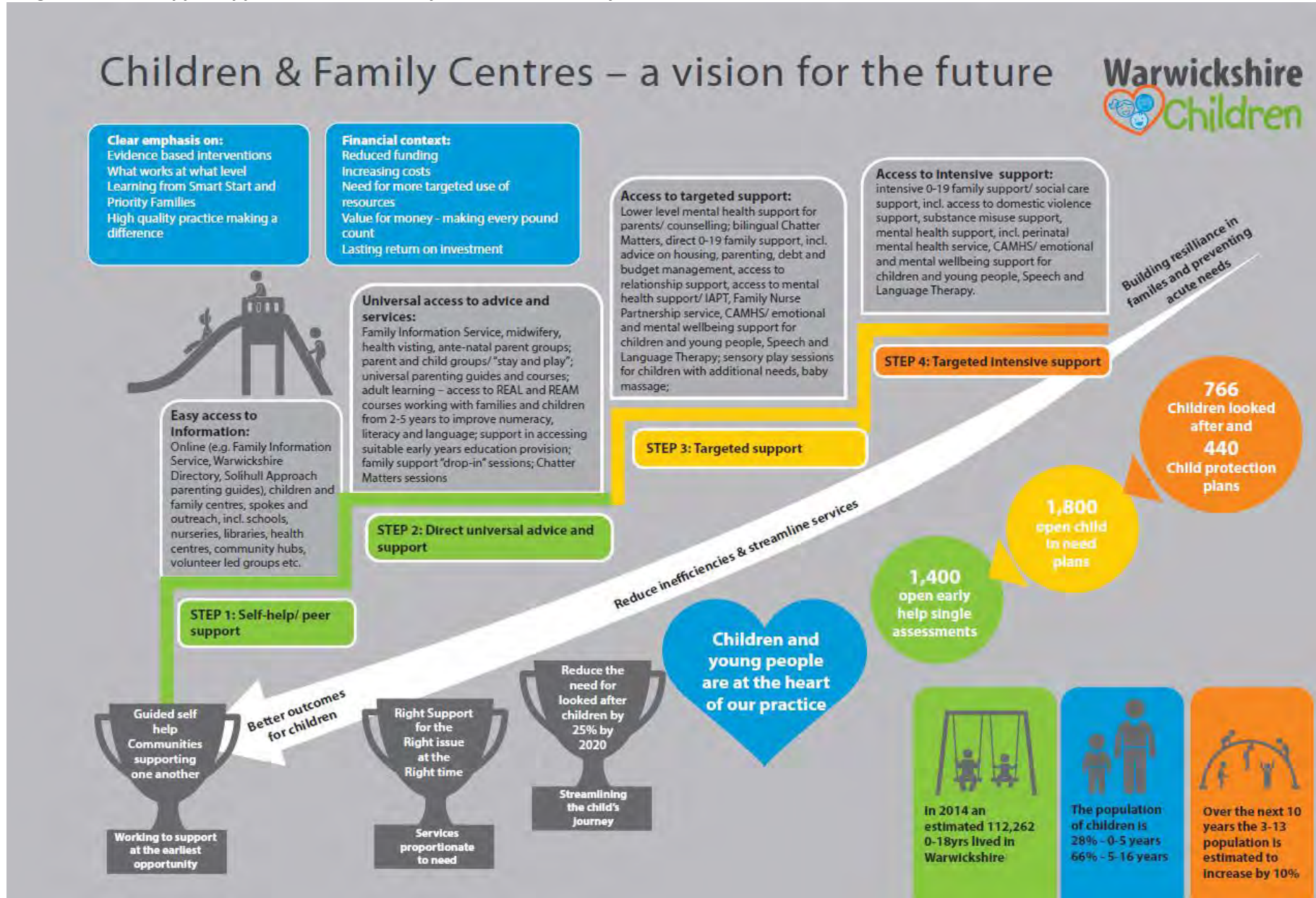
The organisations that will help deliver the model include Midwifery, Health Visiting, School Health & Wellbeing Service, Integrated Disability Service (IDS), Improving Access to Psychological Therapies (IAPT), CAMHS/ emotional and mental wellbeing support for children and young people, Citizens Advice Bureaux (CAB)/ Warwickshire Welfare Advice Service (WWRAS), Adult and Community Learning and Housing. Other organisations may also be involved.

We will continue to develop strong cooperation with the community and voluntary sector.

In the new service model for family hubs and all other services we provide for children and families, we are fully committed to:

- ✓ Involving families in co-producing and reviewing services
- ✓ Providing/ commissioning high quality services that offer best value for money and deliver best possible outcomes
- ✓ Using the stepped approach, acting as early as possible to prevent escalation of issues
- ✓ Safeguarding children and vulnerable people
- ✓ Taking a whole system approach, aligning our resources and services, so that we can offer the best support to our families
- ✓ Sharing information and best practice
- ✓ Developing our workforce to deliver best support to our families
- ✓ Building community capacity and resilience
- ✓ On-going evaluation to drive improvement and ensures best response to current needs.

Diagram 1: The stepped approach to the delivery of children & family centres



Appendix 2 - WARWICKSHIRE CHILDREN & FAMILY CENTRES - SERVICE OFFER & DELIVERY MODEL

Parenting support and groups

In the proposed model we will offer parenting support at both levels:

- **universal** – as a preventative measure, with a specific focus on the parents/ carers’ emotional and mental wellbeing, and attachment; the universal offer will also include increasing an understanding of what it means to become a parent/ carer and will lead to increasing parental resilience;
- **targeted** – as a measure to increase parents/ carers’ confidence, address the barriers to having a positive experience as a parent/ carer, including mental health, increase parenting knowledge and improve the parent-child relationship.

To support the delivery of the universal parenting offer, we will support the initiation and offer regular, but limited, as appropriate, guidance to ante- and post-natal parent peer support groups, using the Solihull Approach, which has been based on the Leksand Model from Sweden, where parents/carers who meet on an antenatal course/ group reconvene on a postnatal course/ group and meet regularly in a semi/ self-facilitated, sustained way to offer peer support to one another and to parents in the wider community. Additionally, we will facilitate access to the existing Solihull Approach online guides commissioned by Public Health and provide a rolling programme of selected face to face courses.

We are working with our partners to take a strategic approach to the delivery of parenting support in Warwickshire and to develop a framework to ensure equity and consistency in service provision, leading to better outcomes for children and families.

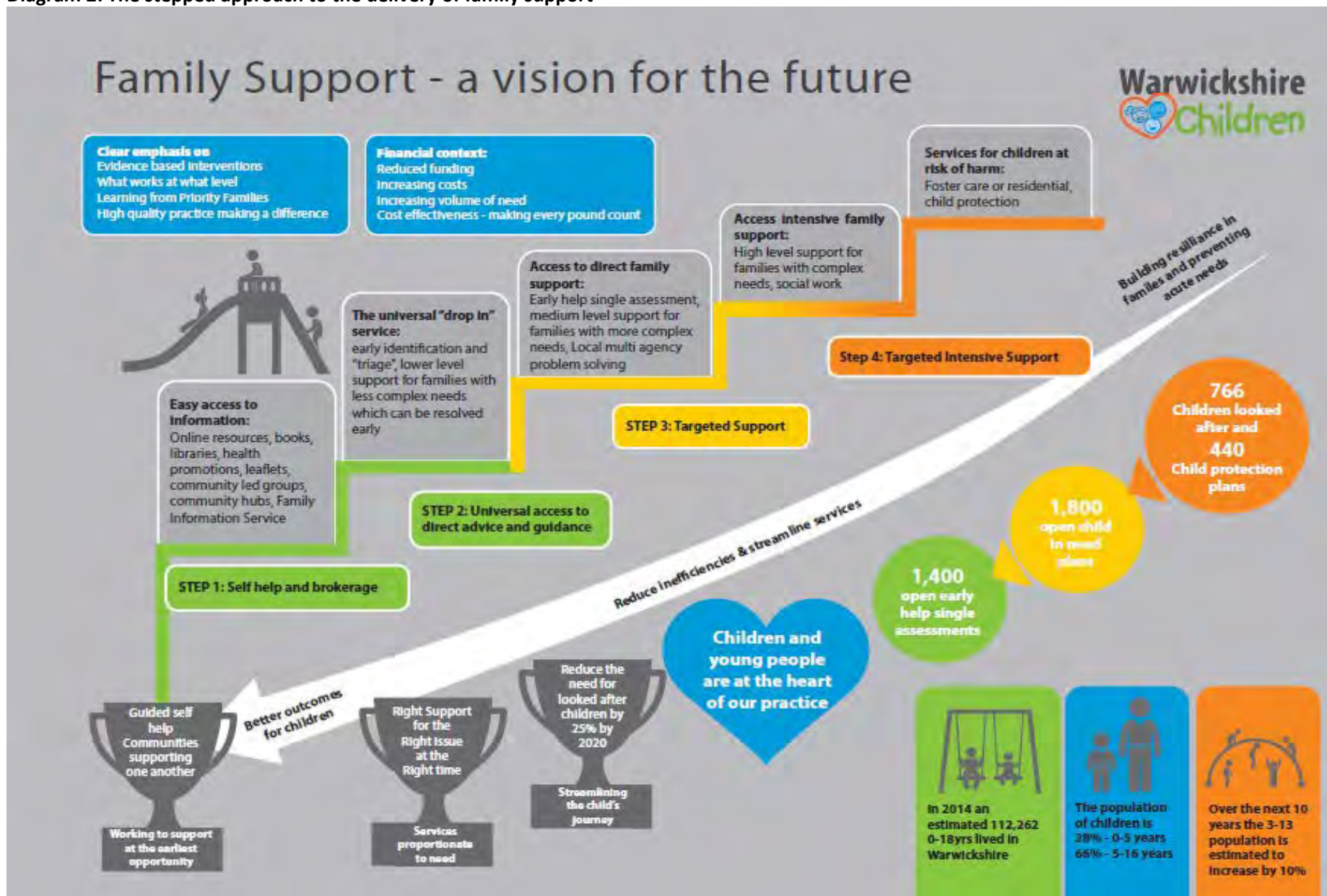
Family Support

We will take a stepped approach to the delivery of family support in Warwickshire and will offer the service at both universal and targeted levels and as part of a wider service for families with children aged 0-19 years (0-25 years for children with special educational needs and disabilities).

The universal “drop in” service will enable an early identification of issues and “triage” to assess their complexity as well as a delivery of a lower level support, or support for families with less complex needs which can be resolved early. The targeted and more intensive support will be provided for families with multiple or more complex issues. Both elements of the service will be offered as means to:

- streamline the journey of the child and the family
- prevent the need for specialist support
- reduce the risk of children on Child Protection plans and being Looked After.

Diagram 2: The stepped approach to the delivery of family support



Appendix 2 - WARWICKSHIRE CHILDREN & FAMILY CENTRES - SERVICE OFFER & DELIVERY MODEL

We recommend delivering family support in Warwickshire through the “One Team” approach, hence the need to bring it in-house and incorporate into the wider social care support. This will allow us to:

- enhance our early help offer;
- remove the barriers to accessing the most appropriate support by families in need through having a single assessment process, reduction in referral pathways and thresholds;
- ensure consistent approach to staff development and service standards;
- manage caseloads more efficiently and effectively;
- improve access to appropriate support.

We intend to develop a **mental health lead practitioner** role within family support and ensure that there are at least **3 mental health lead practitioners** across the county who will:

- act as a link between family hubs and mental health services;
- facilitate access to the most appropriate emotional and mental health and wellbeing support for children and families;
- coordinate the provision of lower level supports provided by the Children and Family Centres and outreach sites.

We envisage that a number of appropriately trained and supported family support workers will also deliver parenting guides and programmes. We will utilise and build on the existing expertise in line with the countywide parenting strategy (to be developed).

2Help Nursery Provision

We intend to cease the delivery of the funded 2Help childcare through Children and Family Centres except where such provision is already being delivered by another provider already on site. A project is currently under way to ensure sufficiency of 2Help places across the county via existing settings, where the majority of 2Help provision is already being delivered. It is envisaged that a number of existing children’s centre sites may be transferred to early years’/ 2Help providers where the provision of 2Help places will continue to meet the sufficiency needs, albeit via a nursery provider.

3. Service Delivery Model

How will we deliver the service?

It is expected that services will be delivered as follows:

- within the Children & Family Centres
- on an outreach basis through other statutory buildings (health, social care, nurseries and schools) and former children centres (where the management of these have been transferred to a third party)
- on an outreach basis through community based venues
- on an outreach basis through home visits, as appropriate.

Children and Family Centres

We recommend to transform 14 of the existing children’s centres into Children and Family Centres operating in an integrated manner with teams providing both universal and targeted health and care support being co-located, where possible, and meeting/ communicating regularly to deliver the best early help possible.

The 14 Centres are to become the base for the extended range of services and, where possible and appropriate, staff co-located within them.

The following centres are proposed to be transformed into Children and Family Centres:

<p>North Warwickshire Borough:</p>	<p>Atherstone</p>	<p>Warwick District:</p>	<p>Lillington Kingsway Westgate</p>
<p>Nuneaton & Bedworth Borough:</p>	<p>Camp Hill Stockingford Riversley Park Clinic St. Michael’s</p>	<p>Stratford District:</p>	<p>Alcester Stratford Lighthorne Heath</p>
<p>Rugby Borough:</p>	<p>Long Lawford Claremont Boughton Leigh</p>		

Appendix 2 - WARWICKSHIRE CHILDREN & FAMILY CENTRES - SERVICE OFFER & DELIVERY MODEL

Outreach Sites

Alongside the children & family centres, we propose to set up outreach sites where specific services can be delivered in response to a local need on an outreach basis, ensuring local accessibility. In the first instance we will explore potential in relation to the remaining 25 children centre sites where despite re-assignment to schools, early years’ providers, health providers, or other organisations, we are able to maintain an element of service provision that is based on local need and has regard to the nature of the building and access arrangements. The following is a list of existing children centre sites where initial discussions have suggested that this may be possible.

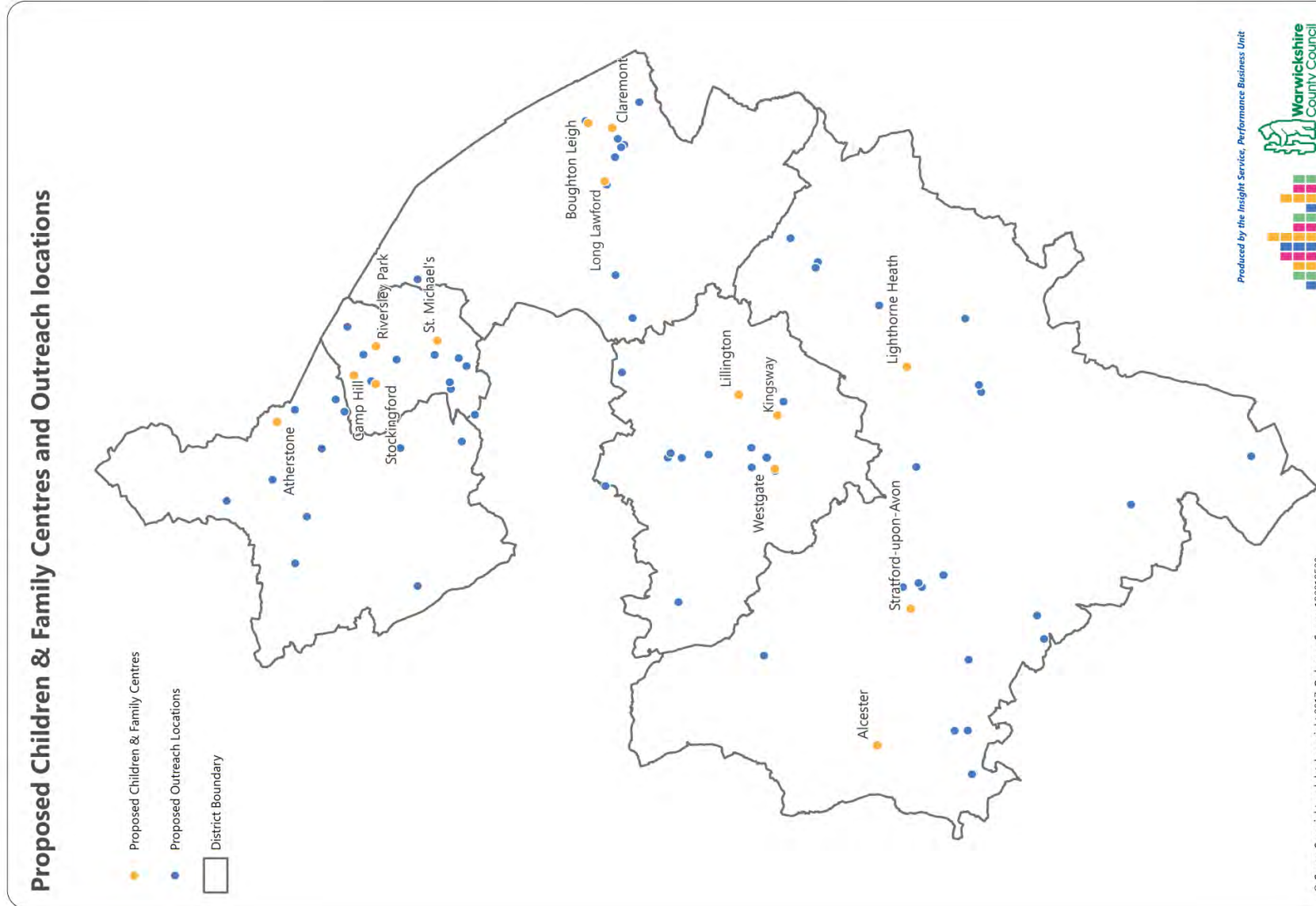
North Warwickshire Borough:	Coleshill Kingsbury Polesworth	Warwick District:	Kenilworth (St. John’s) Whitnash Warwick Kenilworth (Bertie Road)
Nuneaton & Bedworth Borough:	Abbey Ladybrook Rainbows Bulkington	Stratford District:	Southam Wellesbourne Badger Valley
Rugby Borough:	Hillmorton Wolston		

At this stage the list is indicative and will be finalised during the formal stages of the reassignment of surplus sites.

In addition to existing sites, we will build on what works well within the existing outreach model within the community and develop an offer that is accessible and meets the needs of the most vulnerable children and families. We will review the current outreach provision, which is available in 55 locations across the county, as the basis of delivery for the future model to ensure that it is cost effective, appropriate (for the purposes of safeguarding), accessible (especially in rural areas) and based on need.

Unlike the children & family centre sites, we expect that the venues for the community outreach services will be community based and led, and whilst some of the professionally led services will be available at these venues, we envisage developing a greater involvement of the local community in the coordination, facilitation and delivery of some or many of the services, as appropriate and with relevant support to ensure quality and safeguarding.

Map 1: Locations of proposed children & family centres and outreach sites [to be updated]



Appendix 2 - WARWICKSHIRE CHILDREN & FAMILY CENTRES - SERVICE OFFER & DELIVERY MODEL

Commissioning & staff

We propose a hybrid (delivery of both commissioned and in-house services) delivery model which entails decommissioning of the family support element of the current 0-5 service and incorporating it into the council's family support as part of the "One Team" approach and commissioning of services relating to:

- co-ordination and administration of the centres and outreach provision
- early years 'stay & play'
- locality and volunteer co-ordination.

The outcome based commissioning model in Warwickshire does not detail prescriptively how the contract will be delivered. It is for a provider to examine the service specification and detail how they will meet the specification. However, for financial modelling purposes and based on the service commissioner's review covering the 2016-17 financial period, the following **indicative** staff structure has been used for budgetary and service planning purposes:

- a) 6 FTE Managers per Borough/ District, including 2 in Nuneaton & Bedworth due to volume and level of need
- b) 14 FTE Administrators, ensuring 1 FTE per each Children and Family Centre
- c) 28 FTE Early Years workers across the county allocated on the basis of local population and need
- d) 2 FTE Locality & Volunteer Coordinators across the county
- e) 38 FTE Family Support Workers across the county allocated on the basis of local population and need (delivered in-house via WCC and supported by the wider WCC team).

The number of family support workers delivering support to families with children aged 0-19 (25) is likely to be higher and their allocation will be determined based upon need as part of the Children and Families Transformation Programme's "One Team" project.

We intend to build on the best practice currently in existence within a number of children's centres, but ensure support is equitable and consistent across the county.

Appendix 2 - WARWICKSHIRE CHILDREN & FAMILY CENTRES - SERVICE OFFER & DELIVERY MODEL

Locality working and volunteering

There is a need for a more joined up approach to supporting children and families on a locality basis. Links with local services such as early years education/ nurseries, schools, health services, Police need to be strengthened and support available within the community encouraged and enhanced to improve outcomes.

We are keen to encourage volunteering in the delivery of the children & family centre services, particularly in the development of peer support and the delivery of parent/ child groups, starting from the antenatal period. We will ensure an appropriate training, supervision and support to the volunteers, as required.

A new role of a locality and volunteer coordinator is to be introduced to address this gap and improve access to a “wrap around” service for Warwickshire children and families. This role will work alongside our early help provision to maximise its effectiveness and efficiency.

Financial inclusion

The Warwickshire Child Poverty Strategy identified a number of challenges leading to reduced life chances and greater dependency of children from lower income families. We aim to address this by providing more of a targeted support around benefit advice, financial management and budgeting for families via the children & family centres and outreach service, working closely with Department for Work & Pensions, Citizens Advice Bureaux and other relevant community and voluntary sector organisations.

Safeguarding

We are fully committed to safeguarding children and vulnerable people and this model offers a proactive approach to ensuring we deliver on our commitment. A children & family centre and outreach model creates a multi-disciplinary team of professionals who are better equipped through shared intelligence and resources to identify issues early and take a collective appropriate action to address them before they escalate and result in putting children at risk, and require a costly social care intervention.

Whilst our main focus will remain on the 1001 critical days, we will offer support to families with children aged up to 19 years, ensuring continuity of service, as appropriate, reducing the risk of children aged 5 and above potentially struggling to access support. This offer also ensures the whole family approach and delivers on our commitments within the Smart Start Strategy.

4. How does the new model respond to need?

The following key factors have been taken into account when developing the children & family centre and outreach delivery model:

- 1) Sufficiency in relation to Children’s Centre provision
- 2) Accessibility and proximity to services;
- 3) Population growth, including through additional housing developments;
- 4) The needs of the local families, identified through the evidence provided by the Insight Service, 0-5 Strategic Needs Assessment and the Smart Start research, the current providers and commissioner reports and the public consultation;
- 5) Local and national policies, e.g. Children & Families Transformation, OOP2020, Better Births etc.
- 6) Financial and legal constraints and viability.

The public consultation and the current children’s centres providers’ responses have been particularly helpful in identifying and understanding many of the key issues, which in turn have helped to shape the model that has the best potential to deliver better outcomes and presents value for money.

One of the key considerations in determining the location of children & family centre and key outreach sites has been the current level of population per locality plus the projected population growth, a factor which has been strongly represented by the 0-5 redesign consultees.

Table 1: Population levels in Warwickshire – MID 2016 (ONS)

	0-2		0-5		0-19		0-25	
	Count	%	Count	%	Count	%	Count	%
North Warwickshire	1,928	3.1%	4,055	6.4%	13,599	21.5%	17,458	27.6%
Nuneaton & Bedworth	4,753	3.7%	9,683	7.6%	30,154	23.7%	38,761	30.5%
Rugby	3,830	3.7%	7,981	7.7%	25,531	24.6%	31,350	30.2%
Stratford-on-Avon	3,431	2.8%	7,260	5.9%	25,556	20.9%	31,666	25.9%
Warwick	4,436	3.2%	9,188	6.5%	30,714	21.9%	45,225	32.2%
Warwickshire	18,378	3.3%	38,167	6.9%	125,554	22.6%	164,460	29.5%

Appendix 2 - WARWICKSHIRE CHILDREN & FAMILY CENTRES - SERVICE OFFER & DELIVERY MODEL

Table 2: Population Projections 2014 - sub-national statistics (ONS)

2020

	0-2		0-5		0-19		0-25	
	Count	% increase from 2016 population estimates	Count	% increase from 2016 population estimates	Count	% increase from 2016 population estimates	Count	% increase from 2016 population estimates
North Warwickshire	1,935	+ 0.4%	3,884	- 4.2%	13,325	- 2.0%	16,885	- 3.3%
Nuneaton & Bedworth	4,617	- 2.9%	9,258	- 4.4%	30,176	+ 0.01%	38,388	- 1.0%
Rugby	3,798	- 0.8%	7,728	- 3.2%	26,567	+ 4.1%	32,063	+ 2.3%
Stratford-on-Avon	3,370	- 1.8%	6,946	- 4.3%	25,145	- 1.6%	30,746	- 2.9%
Warwick	4,691	+ 5.7%	9,278	+ 1.0%	30,609	- 0.3%	43,648	- 3.5%
Warwickshire	18,410	+ 0.2%	37,094	- 2.9%	125,823	+ 0.2%	161,731	- 1.7%

2025

	0-2		0-5		0-19		0-25	
	Count	% increase from 2016 population estimates	Count	% increase from 2016 population estimates	Count	% increase from 2016 population estimates	Count	% increase from 2016 population estimates
North Warwickshire	1,935	+ 0.4%	3,918	- 3.4%	13,548	- 0.4%	16,841	- 3.5%
Nuneaton & Bedworth	4,627	- 2.7%	9,345	- 3.5%	31,161	+ 3.3%	38,694	- 0.2%
Rugby	3,816	- 0.4%	7,835	- 1.8%	28,030	+ 9.8%	33,228	+ 6.0%
Stratford-on-Avon	3,437	+ 0.2%	7,120	- 1.9%	25,597	+ 0.2%	30,808	- 2.7%
Warwick	4,882	+ 10%	9,708	+ 5.7%	31,865	+ 3.7%	44,426	- 1.8%
Warwickshire	18,696	+ 1.7%	37,923	- 0.6%	130,199	+3.7%	163,993	- 0.3%

The figures above do not take into account planned housing developments, which have been considered in addition to the statistical data.

Appendix 2 - WARWICKSHIRE CHILDREN & FAMILY CENTRES - SERVICE OFFER & DELIVERY MODEL

The following numbers of households are part of the current draft local plans, some of which are yet to be approved:

Warwick District -	17,139
Stratford District -	14,600
North Warwickshire Borough -	9,070
Nuneaton & Bedworth Borough -	13,374
Rugby Borough -	13,664.

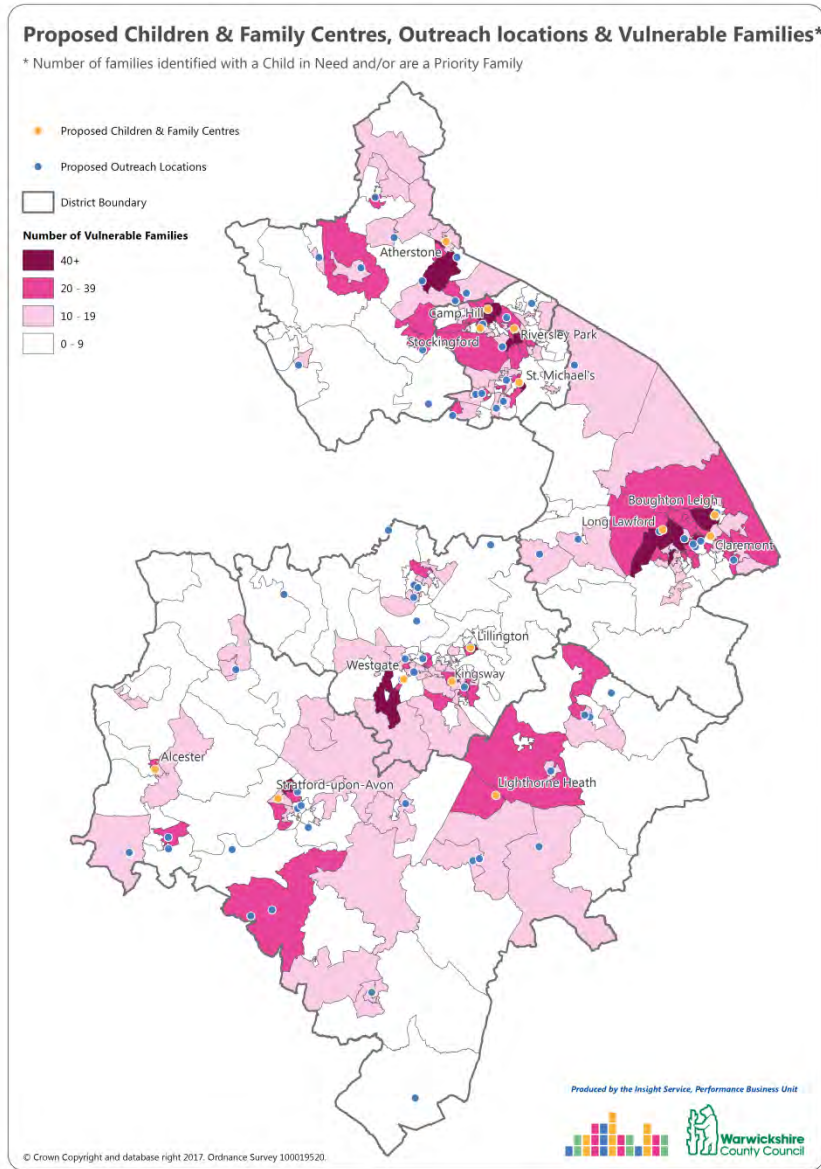
The locations of these plans have been considered in making projections of the actual growth in population numbers and the development of the proposed service delivery model.

In addition to the housing development plans, distance and transport links have been considered in developing the recommended service model. A stronger outreach delivery is required where currently access to children's centre services is limited. The service redesign presents an opportunity to develop a robust outreach model which ensures local access to services through a place based approach to meet the unique needs of people in one given location by working together to make the best use of local knowledge and available resources.

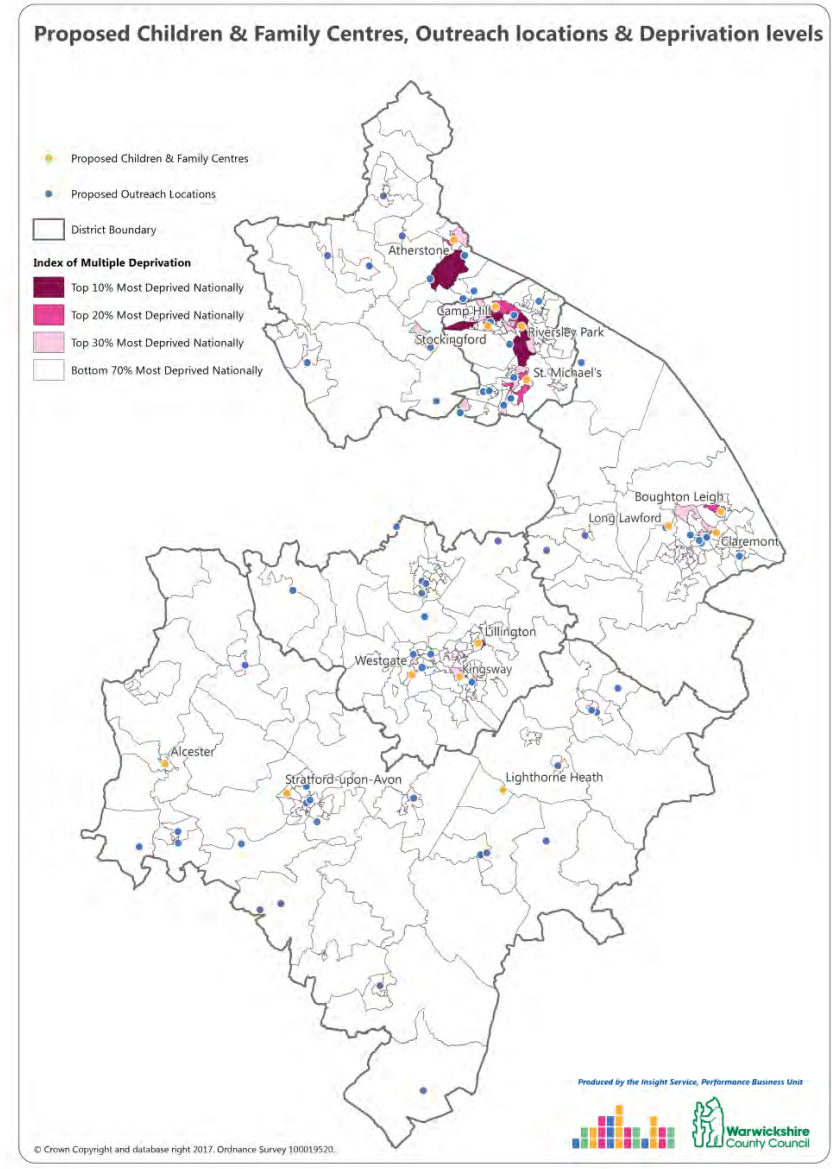
Some of the key evidence underpinning the recommendations relates to the number of vulnerable families and levels of deprivation as one of the critical factors leading to vulnerability.

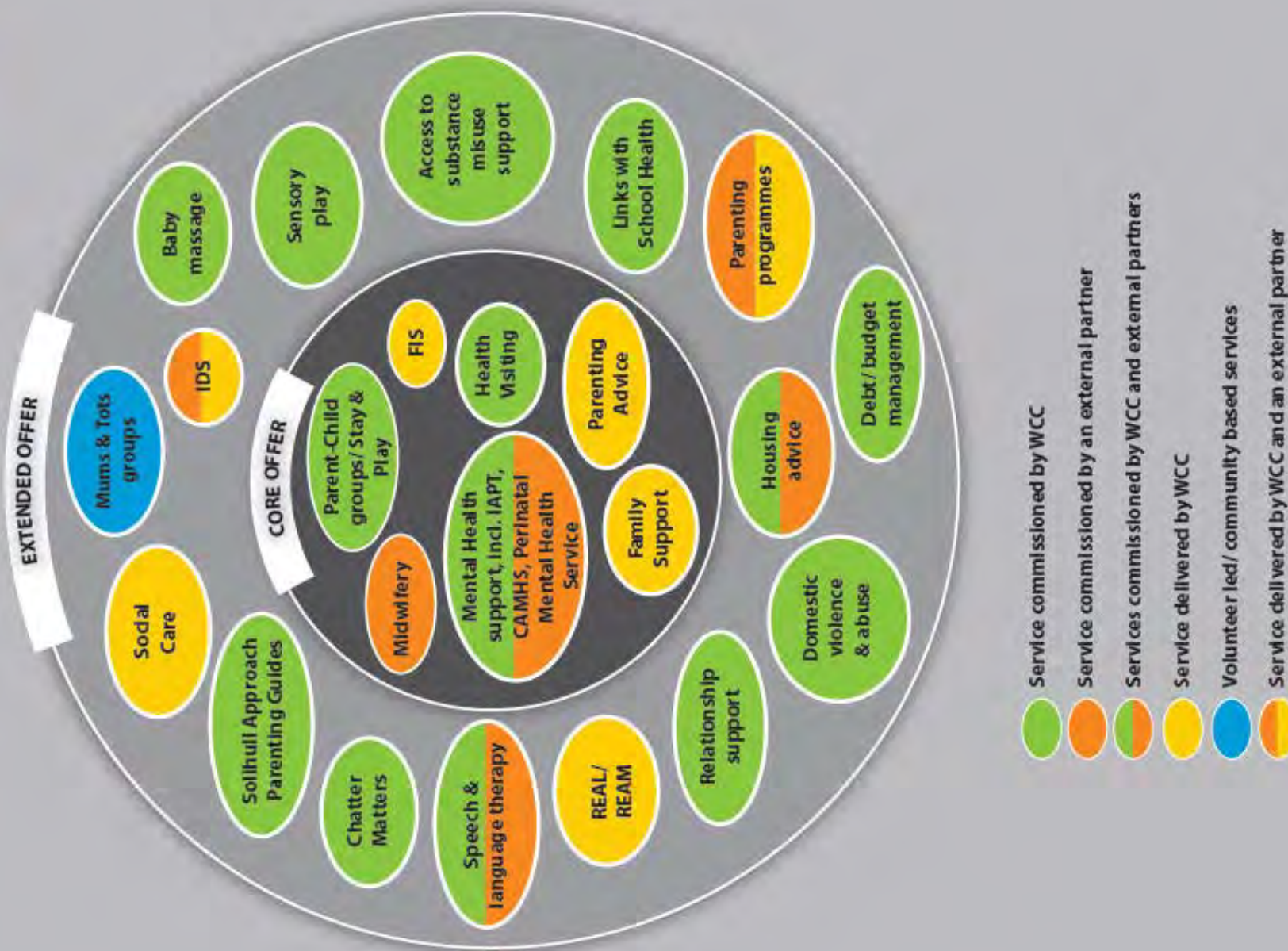
Appendix 2 - WARWICKSHIRE CHILDREN & FAMILY CENTRES - SERVICE OFFER & DELIVERY MODEL

Map 2



Map 3









EQUALITY IMPACT ASSESSMENT/ ANALYSIS (EqIA)

PL-CSOC-21 Children's Centres

On 2nd February 2017, Warwickshire County Council approved its 3 year Corporate Plan. Within the One Organisational Plan 2020 (OOP 2020) there are savings required in relation to 0-5 services. On 15th June 2017, Cabinet received and approved a proposed model for consultation. On 9th November 2017 a report will go to Cabinet providing details of the proposed revised service model. This EqIA relates to the impact of the proposed revised service model within the context of OOP 2020, in the light of the outcomes of the consultation process and the need to transform services for children and families over the next 3 years.

Equality Impact Assessment/ Analysis (EqIA)

Group	People
Business Units/Service Area	Children & Families
Plan/ Strategy/ Policy/ Service being assessed	OOP PG_CF_14-18 OPP PG_CF_05 £1.12M savings
Is this is a new or existing policy/service? If existing policy/service please state date of last assessment	Existing Children's Centres Group/Collaboration Model (Contracts 1 st September 2014 – 31 st August 2017); newly commissioned (Sep 2014) following service re-design resulting from budget reductions. October 2014
EqIA Review team – List of members	Bill Basra Fiona McCaul Monika Rozanski Polly Sharma/ Claire Bonnet
Date of this assessment	20/10/17
Signature of completing officer (to be signed after the EqIA has been completed)	Bill Basra
Are any of the outcomes from this assessment likely to result in complaints from existing services users and/ or members of the public? If yes please flag this with your Head of Service and the Customer Relations Team as soon as possible.	Yes, Head of Service aware.
Name and signature of Head of Service (to be signed after the EqIA has been completed)	 Beate Wagner
Signature of GLT Equalities Champion (to be signed after the EqIA is completed and signed by the completing officer)	Chris Lewington 

A copy of this form including relevant data and information to be forwarded to the Group Equalities Champion and the Corporate Equalities & Diversity Team

Form A1

INITIAL SCREENING FOR STRATEGIES/POLICIES/FUNCTIONS FOR EQUALITIES RELEVANCE TO ELIMINATE DISCRIMINATION, PROMOTE EQUALITY AND FOSTER GOOD RELATIONS



High relevance/priority



Medium relevance/priority



Low or no relevance/ priority

Note:

1. Tick coloured boxes appropriately, and depending on degree of relevance to each of the equality strands
2. Summaries of the legislation/guidance should be used to assist this screening process

Business Unit/Services:	Relevance/Risk to Equalities																										
State the Function/Policy /Service/Strategy being assessed:	Gender			Race			Disability			Sexual Orientation			Religion/Belief			Age			Gender Reassignment			Pregnancy/ Maternity			Marriage/ Civil Partnership (only for staff):		
	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
0-5 Community Redesign of Children's Centre Services	✓				✓			✓				✓			✓	✓					✓	✓					✓
Are your proposals likely to impact on social inequalities e.g. child poverty for example or our most geographically disadvantaged communities? If yes please explain how.																								YES			
Warwickshire's 39 Children's Centres currently deliver an offer across Warwickshire, based on a model of 10 groups and collaborations. The proposed model: - proposes a targeted approach that focuses on delivery of services rather than the maintenance of buildings - proposes to ensure that services can be accessed easily by the most vulnerable children & families that are hard to reach. - produces greater integration under the Children & Families Transformation agenda. - will deliver a budget reduction of £1.12M to this service ensuring resources remains focussed on the most																								YES			

vulnerable children, families and communities in Warwickshire.
By working with communities and early years providers we hope to reduce the impact on communities in a manner that is most appropriate to need.

Are your proposals likely to impact on a **carer** who looks after older people or people with disabilities? **If yes please explain how.**

YES

An overall reduction in services may impact on families who have children with disabilities. Currently Children's Centres offer 2Help nurture nurseries offering specific support for some children with disabilities.

V6.3 FINAL APPROVED

Form A2 – Details of Plan/ Strategy/ Service/ Policy

Stage 1 – Scoping and Defining

<p>(1) What are the aims and objectives of Plan/Strategy/Service/Policy?</p>	<p>Our vision for 0-5 services is to work together with our partners ‘to enable every child in Warwickshire to have the best start in life through a whole family approach that builds independence, resilience and ensures that services are accessible, proportionate and seamless based on need.</p> <p>We will achieve this through</p> <ul style="list-style-type: none"> - A whole system and place based approach underpinned by information sharing across agencies and assessment of need - Ensuring communities and individuals are supported to be safe, healthy and independent with a targeted approach towards the more vulnerable - Contributing towards a vibrant economy that enhances the financial wellbeing and independence of children, young people and families - Delivery that is based on how services are accessed rather than the historic location of our current buildings - Working with communities on the future shape of services and consideration of how engagement can be sustained to ensure continuous service improvement - An interaction that promotes independence and resilience rather than dependency <p>The proposed Children & Family Centres Model is based on the stepped approach to accessing support and services (4 steps through tiers of increasing need) with particular focus on the 1001 critical days from conception to 2 years of age.</p>
<p>(2) How does it fit with Warwickshire County Council’s wider objectives?</p>	<p>WCC core purpose of:</p> <p><i>“Develop and sustain a society that looks after its most vulnerable members, delivers appropriate, quality services at the right time, and seeks opportunities for economic growth and innovation.”</i></p> <p>In addition the work links with the following plans, strategies and programmes:</p> <ul style="list-style-type: none"> • One Organisational Plan 2020 • Children’s Transformation Plan 2017-2020 • Warwickshire County Council Child Poverty Strategy 2015 • Smart Start Strategy 2016-2020: Giving Warwickshire’s children the best start in life • Community Hubs Programme

<p>(3) What are the expected outcomes?</p>	<ul style="list-style-type: none"> • A re-focussing of resources on the most vulnerable children, families and communities in Warwickshire to improve their outcomes and support children to be school ready • A budget reduction of £1.12M • Improved Children & Family Outcomes and Family Resilience • Greater prevention of acute need • Greater integration of services to children and families
<p>(4) Which of the groups with protected characteristics is this intended to benefit? (see form A1 for list of protected groups)</p>	<p>Age – as a result reshaped 0-5 provision extending the age group from 0-25</p> <p>Disabilities - as a result of the extension of service offer from 0-5 to 0-19 and to 25 years in the case of those with disabilities.</p> <p>Gender.</p> <p>Race</p> <p>Pregnancy/ Maternity</p>
<p><u>Stage 2 - Information Gathering</u></p>	

V6.3 FINAL APPROVED

(1) What type and range of evidence or information have you used to help you make a judgement about the plan/ strategy/ service/ policy?

Local

Qualitative and Quantitative evidence gathered as part of the 0-5 Redesign Public Consultation over the period between June and September 2017

Demographic and JSNA evidence provided by the Warwickshire County Council Insight Team over the same period.

Evidence from Smart Start 0-5s Strategic Needs Assessment August 2016 and extensive asset mapping and engagement work across all communities of Warwickshire, recognising the protected characteristics.

The Smart Start Strategy and Re-imagining Children's Centres project has also informed these proposals.

Evidence was used from the Review of Children's Centres produced April 2017 which incorporates evidence from providers; evidence from the extensive work undertaken by commissioning from 2015-2017

National

The cross-party manifesto: '*The 1001 Critical Days Manifesto*' (highlighting the importance of the conception to age 2 period) October 2013

The All Party Parliamentary Group Review of Children's Centres: '*Families Hubs: The Future of Children's Centres*' July 2016

Policy Paper *Improving Lives: Helping Workless Families* April 2017

Better Births Agenda

V6.3 FINAL APPROVED

(2) Have you consulted on the plan/ strategy/ service/policy and if so with whom?

An initial paper was provided to Cabinet on 15th June 2017

Public Consultation was carried out from 29th June to 11th September 2017

The consultation actively sought the opinions of a full range of stakeholders including:

- Parents guardians and carers
- Providers
- Councillors
- Overview & Scrutiny Committee
- Health Partners
- Children's Centre Staff
- Warwickshire County Council Staff

Feedback to the consultation included:

- 1558 online survey responses
- 12 Public Consultation Events at which over 300 people were in attendance
- 44 scheduled informal drop in visits to Children's Centres, baby and toddler groups with translators where required resulting in discussions with 280 individuals
- 21 visits by Councillor Morgan Portfolio holder for Children
- Attendance by officers at Advisory Board meetings
- Letters and emails to Members, Public and MPs
- Over 20 phone calls to the consultation hotline
- Comments from members of the public made on our website
- Focus groups with staff and online sessions with parents carers an staff
- 6 Staff engagement roadshows with over 150 people attending
- 6 signed petitions from various campaign groups with 7083 signatories

We have also built on what parents and carers have already told us about services through the Smart Start Programme; we have taken account of the learning and feedback from community members involved in the Smart Start engagement and asset mapping programme undertaken in 2016 and this has been incorporated accordingly. This involved a total of 1,127 parents. 42% had used Children Centres' often and 58% did not use children's centres very often. The methods used in the 2016 Smart Start consultation incorporated:

- 574 online survey responses
- 377 Face to face interviews
- 36 Focus groups

<p>(3) Which of the groups with protected characteristics have you consulted with?</p>	<p>Consultation was as per (2) above and included those across a number of protected characteristics. This also included, where appropriate, working with other organisations such as Warwickshire Race Equality Partnership (WREP) that have a relationship with these groups.</p> <p>The reduction in services has the potential to impact upon our ability to engage with children and parent/carers across all protected characteristics and of no specific protected characteristic. Some specific consultation took place with BME groups and we took steps to ensure that groups with protected characteristics and also staff groups were taken into account in the process itself, and we took advice from the Consultation Institute. We held additional drop-in sessions at community groups popular with BME groups; we took these groups into account in the design of the consultation survey which captures information in regard to a range of protected characteristics; we also considered it in the planning and delivery of the consultation events. Consideration of impact formed a key part of how the consultation questionnaires were analysed and fed into the redesign of 0-5 services.</p> <p>In the Smart Start engagement process specific efforts were made to consult with relevant protected groups such as BME and those with mental-ill health. The evidence from that consultation has informed this proposal.</p>
<p><u>Stage 3 – Analysis of impact</u></p>	<p>The analysis of the impact is shown in table 1 and table 2 below.</p> <p>In our analysis we considered both the positive and negative impact on groups with protected characteristics and identified mitigating actions.</p> <p>Through the re-design and reduction in budget, there will be an inevitable impact on all services and service users, which will affect all families including those with protected characteristics. This proposal for a redesigned service also presents an opportunity to improve the service in line with the Smart Start feedback and strategy.</p> <p>(A summary EqIA action plan is given in Stage 4 below)</p>

<p>(1) From your data and consultations is there any adverse or negative impact identified for any particular group which could amount to discrimination?</p> <p>If yes, identify the groups and how they are affected.</p>	<p>Groups with protected characteristics that could experience impact are:</p> <ul style="list-style-type: none"> • Race • Disability • Age • Maternity/ Pregnancy • Gender <p>A summary of how these groups are affected is given in table 1 below. We have also included additional groups/factors that may experience impact in Table 2:</p> <ul style="list-style-type: none"> • Those accessing health services, information and guidance at Children’s Centres • Those in the ante-natal/ post-natal period • Those with low level wellbeing and mental health needs attending Children’s Centres • Family Support Workers delivering the service (provider staff and WCC staff) • Early Years Workers delivering services within Children’s Centres • Service users who are on low income / in areas of high deprivation • Children benefiting from funded early education at Children’s Centres • Provider organisations currently commissioned to provide the Children’s Centre services
<p>(2) If there is an adverse impact, can this be justified?</p>	<p>With significant budget savings to make, there will be an inevitable reduction in provision available via universal access with more focus on provision for those in greatest need. This can be justified on cost grounds in order to sustain and re-target our services for those in greatest need. We aim to mitigate the potential adverse impact of the reduction by integrating service provision with our partners to maximise the take-up of universal services that will remain available and the development of universal supports within the community.</p>

<p>(3)What actions are going to be taken to reduce or eliminate negative or adverse impact? (This should form part of your action plan under Stage 4.)</p>	<p>Actions completed to date have included:</p> <ul style="list-style-type: none"> - Full consideration of impacted groups as part of the public consultation and previous Smart Start engagement. Detailed evaluation and analysis of outcomes and impacts - Amendment of original proposals to reflect consultation outcomes - Alignment with development of Community Hubs, Health Visitor re-commissioning, Better Births Agenda via the STP’s Local Maternity System work - Modelling of the future service offer and delivery model based on qualitative and quantitative feedback and other local and national evidence - Integration of key services and co-location of teams - Support to the community to develop/ maintain their own service provision, building on the existing community assets and skills - Preparation of a detailed proposal to Cabinet on November 9th 2017 (includes this EqlA as an appendix) <p>See Stage 4 below for further action to be taken in our summary EqlA action plan.</p>
<p>(4) How does the plan/strategy/service/policy contribute to promotion of equality? If not what can be done?</p>	<p>By re-targeting our services to those most in need, regardless of their background and protected characteristic e.g. race, gender, health, economic status etc., and having regard to local circumstances.</p> <p>We know engagement of families is critical to enabling change and we are committed to outweighing the barrier to involvement that some differences such as disability can present. We are committed to developing a better understanding of the service experience from the point of view of the child with a disability and ensuring the voice of the most vulnerable children are heard through working with nurseries, and voluntary sector partners and through the assignment of a Voice of the Child officer as part of the implementation team.</p> <p>We have set up a parent group to work with us in co-designing and planning the services as we develop the ‘look and feel’ of future Children & Families Centres and determine the most appropriate locations for outreach provision, to ensure centres and outreach sites are “friendly, safe and non-judgemental places” where families can access information, advice and services. The group is evolving and we are hoping for a cross-community representation. The group will work with us throughout the transition and implementation period with a hope for a sustained co-operation and volunteering post implementation.</p>

(5) How does the plan/strategy/service/policy promote good relations between groups? If not what can be done?

WCC works closely with a range of partners across Children's Services and the Community and has been undertaking a programme of Protect training in line DfE requirements. Warwickshire County Council is committed to addressing inequality and discrimination, evidenced through our policies, practice and staff development and training. This proposal will promote community cohesion by operating the services in a more integrated way rather than separately.

The proposal includes developing outreach within the community and through that to create or maintain strong links with other services and organisations including Integrated Disability Service, Improving Access to Psychological Therapies, Citizens Advice Bureaux/ Warwickshire Welfare Advice Service, Adult and Community Learning. Housing and others as required. The model develops and supports peer support (using the Leksand approach) and Stay & Play within specific BME groups.

We will work with the parent group to support us in the promotion of good relations between groups and ensure equal access (based on needs) to services for all families.

(6) Are there any obvious barriers to accessing the service? If yes how can they be overcome?

The model places more emphasis on vulnerable families. With significant budget savings to make, and in order to keep barriers to access to a minimum, we will need to explore a range of options for service delivery potentially involving both community and provider led services. During the Smart Start engagement, particularly the ethnographic research, and the recent public consultation we heard from users of Children's Centres but also from those families who currently do not use Children's Centres and this has helped us to understand better the barriers to access. We have used data we gathered from engagement and consultation as well as usage information to inform our decision making process. We have considered in detail the impact on those families within the protected characteristics.

One of the obvious barriers to accessing the current service is the cut off at 5 years. Where there are older siblings this can create logistical barriers for parents having to access services through separate referrals, pathways and locations. The current model does not lend itself to a 'wrap around' services for families and the whole family approach to providing support. Our proposed Children & Family Centres model makes provision for children up to 19, and 25 for those with Special Educational Needs or Disabilities, reducing this obvious age barrier for families and providing an enhanced service that both older and younger children can benefit from, as appropriate

The current model does not offer an equitable countywide approach to providing universal vs. targeted services/ core service offers differ, depending on the provider group/ which means that users in one location may experience easier access to services than users in another location. Also, not all Children's Centres are the places where health visiting and midwifery appointments/ clinics can be accessed.

The new Children & Families Centres model addresses the issues of equity by introducing a single service offer with the proportion of available services to be determined by local needs.

<p>(7) What are the likely positive and negative consequences for health and wellbeing as a result of this plan/strategy/service/policy?</p>	<p>Children’s Centres were established to improve health and wellbeing outcomes for children and parents and a reduction in resources may risk a reduction in the access to a range of health related services available.</p> <p>Through the consultation and service redesign we have been ensuring a wide range of partners are engaged to help mitigate the impact and ensure that effective sign-posting is in place to support families. Based on the Smart Start and the recent consultation feedback, where access to health services, health visiting, midwifery, with mental health in particular rated as most important, we are looking to build on the existing best practice and partnerships and integrate the provision of these key health services into the family Children & Families Centres model, co-locating the teams where possible.</p> <p>We are working with our partners under the local Sustainability & Transformation Partnership and the Local Maternity System programmes to ensure we are aligned and coordinated both in the way in which we deliver our services, and in a joint framework for service outcomes. We are working particularly closely with midwifery to deliver the Better Births Agenda and align our development of Children & Families Centres with the development of midwifery community hubs. We are working in a similar manner with the mental health providers to improve access to Child and adolescent Mental Health Services (CAMHS) children and young people’s emotional and mental wellbeing services with IAPT (Improving Access to Psychological Therapies) and perinatal mental health services.</p> <p>The broadening of the age range as part of the broader remit of services will have a positive community impact in terms of serving the needs of the whole family unit and striking a balance of needs between family members.</p> <p>Staff well-being may also be affected by the uncertainty of redesign, tender process and potential changes to services, which may include staff redundancies. Each of the four Children’s Centres providers is aware of their responsibility to their staff and we will endeavour to work with them and keep them engaged through the duration of the process to reduce the impact where possible.</p> <p>Further detail of the impact on staff is shown in table 2.</p>
<p>(8) What actions are going to be taken to reduce or eliminate negative or adverse impact on population health? (This should form part of your action plan under Stage 4.)</p>	<p>See above.</p> <p>This impact assessment has specifically considered health in the additional impacted groups/factors. The action plan will be developed further in collaboration with health partners following Cabinet meeting of 9th November 2017. In our action plan we will evaluate relevant health outcomes considering the wider determinants of health and access to health promotion and our plan is to formulate a joint evaluation framework with partners.</p>

<p>(9) Will the plan/strategy/service/policy increase the number of people needing to access health services? If so, what steps can be put in place to mitigate this?</p>	<p>The key health services offered through Children’s Centres relate to universal services such as health visiting and midwifery /prenatal/postnatal provision, but the access via Children’s Centres is not currently consistent across the county so through the proposed Integrated Children & Families model we expect that access should be positively/ improved. Additionally, our proposal encourages early intervention and sign-posting and/ or facilitation of access to other health services (such as mental health). The consultation raised the issue that if people did not have access to low level mental health support they may escalate to specialist services. The Children & Families service model includes mental health provision at Children & Family Centres according to where the need is greatest. This may also be provided in some outreach sites according to demand. This proposal is in line with preventative early care to produce a reduction in the need for access higher tier services and improved Population Health outcomes. We aim to improve antenatal and postnatal outcomes in our plans and support preventative care. It is well evidenced that there is a clear link between perinatal health and long term costs as well as lower language abilities and behavioural problems in children, adversely affecting school readiness. For this reason this is part of our core proposal for Children & Families Centres.</p>
<p>(10) Will the plan/strategy/service/policy reduce health inequalities? If so, how, what is the evidence?</p>	<p>The current service and proposed redesigned services will be expected to reduce health inequalities by targeting services to those most in need and giving children the best possible start in life.</p> <p>In our action plan we will evaluate relevant health outcomes considering the wider determinants of health and access to health promotion as part of a joint evaluation process with partners.</p>

Who are the main people that will be affected?

Those currently using the service: parents, carers and children of 0-5 years and those who may be relying on Children’s Centres for emotional wellbeing and support.

Provider organisations and their Family Support Worker & Early Years Worker staff currently delivering the service: Barnardo’s, The Parenting Project and two independent providers.

Warwickshire County Council Family Support Workers (potential team changes as a result of the team reconfiguration arising as Family Support Workers from provider organisations are combined into One Team with those working within the Council)

Those on low income / IMD 1-4

Those currently accessing Health & Services at Children’s Centres

Those currently accessing Funded Nursery Education and 2HELP at Children’s Centre sites.

Who is currently using the service?

Please note that the overall attendance figures below are related to attendance for universal health appointments as well as for Children's Centres services.

Please also note that attendance figures provided in the table below are based upon distinct individuals attending one or more times in the 12 month period to 30th September 2017.

	All	BME US's	US's known to have disabilities	US's known to have SEN	Female parents of US's (incl. foster parents, guardians and non-parental carers)	Male parents of US's (incl. stepparents, known foster parents, guardians and non-parental carers)	Pregnant individuals (all ages)	Male (all ages)	Female (all ages)	Under 2's	Under 2's - Male	Under 2's - Female	Under 5's	Under 5's - Male	Under 5's - Female
Registered with Warks CC's	177364	4911	115	81	20236	15340	1486	82235	94085	9436	4848	4568	26579	13693	12832
As a % of all registered parents					56.88%	43.12%									
Attendees at all Warks CC's 01/10/2016 - 30/09/2017	39230	2926	85	65	13388	3038	2656	13377	25762	9643	4951	4674	16291	8414	7834
(Distinct individuals attending one or more times)															
As a % of all attendees	100%	7.46%	0.22%	0.17%	34.13%	7.74%	6.77%	34.10%	65.67%	24.58%	12.62%	11.91%	41.53%	21.45%	19.97%
As a % of all parental attendees					81.50%	18.50%									
Count of distinct attendees at major activity types:															
Adult Learning	1915	69	5	2	887	103	94	511	1396	350	192	158	655	359	294
Childcare Provision	2160	256	13	13	395	125	25	972	1184	316	174	142	1512	807	702
Childminder Support	209	18	1	1	23	3	1	76	132	64	30	34	127	63	64
Early Play and Learning	14668	1326	27	24	5245	665	402	4727	9906	4761	2433	2321	7191	3709	3455
Family Learning	2885	154	4	7	1247	169	121	827	2020	750	395	350	1103	567	528
Family Support	16996	1000	41	33	7398	1175	650	5027	11950	3419	1821	1594	6164	3272	2885
Health	22031	1684	31	17	7931	1429	2324	7233	14736	6913	3563	3337	9213	4731	4454
Other	1826	119	4	2	613	54	68	537	1270	343	169	172	866	449	412
Speech and Language	5001	387	25	17	1878	215	106	1724	3259	1439	748	689	2513	1407	1092

Source: WCC Insight team data, October 2017

	BME (all ages)	Parents (of U5s) known to have disabilities	Parents (of U5s) known to have SEN	Pregnant/teens (U20)	Warks residents attending their local CC	Warks residents attending a Warks CC other than their local Centre	Residents of other counties attending Warks CC's	Under 5's from LSOAs designated IMD1-4	Under 2's from LSOAs designated IMD 1-4	Under 5's from known workless households	Under 5's from households known to be in receipt of benefits related to low income/ worklessness
Registered with Warks CC's	30574	155	117	24	NA	NA	10619	6721	2403	4492	6979
As a % of all registered parents											
Attendees at all Warks CC's 01/10/2016 - 30/09/2017	7183	97	89	100	28648	19589	985	4258	2456	2853	4423
(Distinct individuals attending one or more times)											
As a % of all attendees	18.31%	0.25%	0.23%	0.25%	NA	NA	2.51%	10.85%	6.26%	7.27%	11.27%
As a % of all parental attendees											
Count of distinct attendees at major activity types:											
Adult Learning	273	13	10	3	1316	652	47	239	103	173	244
Childcare Provision	348	3	2	1	1649	527	27	792	125	556	759
Childminder Support	27	0	0	0	85	126	10	16	8	3	9
Early Play and Learning	2788	36	36	8	9909	6610	474	1665	1052	1008	1631
Family Learning	428	10	13	1	1485	1544	104	399	225	210	314
Family Support	2770	65	70	25	10216	7619	285	1451	827	1404	2075
Health	4200	50	45	88	15682	9659	400	2281	1661	1378	2266
Other	244	5	6	1	1218	618	32	392	166	195	296
Speech and Language	842	17	13	0	2801	2496	173	700	359	438	688

Source: WCC Insight team October 2017

Could the proposal impact protected groups?

The proposal for Children & Families Centres has the potential to create opportunities to minimise disadvantage. These are shown in table 1 below alongside the mitigating action to mitigate any adverse implications of the proposed changes.

Table 1: Summary of Impact for Protected Groups (Source of data: WCC Insight team, October 2017)

Protected Characteristic	Potential for positive impact	Potential for negative impact	Mitigations/ Action Plan
Race	Our proposal promotes inclusivity and equity of access	Access could be disproportionately reduced for people of different race	<p>4 of the Children & Families Centres and 1 outreach site will be located where the numbers and attendances of BME children were highest between 1/10/2016 and 30/9/2017.</p> <p>During the consultation opportunities for face to face meetings/ discussions were organised in locations where members of BME groups would be most likely to attend and translators were provided.</p> <p><u>Under 5 BME</u></p> <p>There are 4911 Under 5 BME children registered at Warwickshire Children’s Centres. 8.83% of all attendances were under 5 BME children between 1/10/2017 and 30/9/2017</p> <p>Numbers of Under 5 BME Children were highest at Kingsway, Lillington and Boughton Leigh all of which we are proposing as Children & Families Centres. At Kingsway Children’s Centre there were a particularly high proportion of parents from India whose husbands had been offered short term contracts at a local company. As the contracts were only 1-2 years the wives rarely had access to a car so relied on locally delivered services.</p> <p>The percentage of Under 5 BMEs as a percentage of all distinct attendees at each centre was highest at Sydenham (20.19%), Whitnash (13.81%), Kingsway (16.62%) and Claremont (13.15%). Sydenham is geographically close to the proposed locations at both Kingsway and Whitnash so provision is accessible, albeit not in the direct locality.</p> <p><u>All</u></p> <p>18.31% of all attendees recorded between 1/10/2016 and 30/9/2017 were BME (all ages). BME attendances made up 16.69% of all attendances.</p> <p>Centres which recorded the highest percentage of all distinct attendees as BME were Sydenham which is on the same site as the school (42.37%), Kingsway (35.71%), Whitnash (29.64%), Boughton (29.35%) and Claremont (28.66%).</p> <p>Of the above Kingsway, Boughton Leigh and Claremont have been proposed as Children & Families Centres and Whitnash has been proposed as an outreach site. Sydenham has a thriving Community Centre and we will continue to work with the Community Hubs development programme to ensure appropriate development.</p>

<p>Disability</p>	<p>The proposal is for an enhanced multi-agency offer which will reduce potential duplication and potential delay or hidden waits or administrative barriers in accessing the service for those with disabilities</p> <p>This change provides us with an opportunity to improve physical access</p>	<p>A reduced range of services may have an impact for families with disabled child or disabled parents as a consequence of increased distance to travel to services.</p> <p>There may be a lack of transport or community provision may lack the specialist support required.</p> <p>This change provides an opportunity to reduce the struggle to physically access centres.</p> <p>If this proposal limits the opportunity to support early play and learning opportunities aimed at babies and toddlers then early identification of difficulties such as Special Educational Needs and Disability may be limited by the proposals.</p> <p>Perception of loss of a lifeline</p>	<p>Parents and Carers have been invited to service design groups to mitigate these risks.</p> <p>Between 1/10/2017 and 30/9/2017 0.36% of all Under 5 attendances were known to have a disability. In this period there were 769 attendances from Under 5's known to have a disability.</p> <p>Centres that recorded the highest numbers of attendances of Under 5s known to have a disability were St. Michael's, Stockingford and Park Lane.</p> <p>488 children registered at Warwickshire Children's Centres are known to have a speech and language delay making up 1.2% of all attendees but 4.24% of all attendances.</p> <p>In 2015 there were 480 children under the age of 5 receiving a Disability Living Allowance, giving an indication of the prevalence of disabilities in the 0-5 population. Roughly a third of these children live in Nuneaton & Bedworth.</p> <p>The proposal offers provision of core and enhanced services at Children & Families Centres and adequate outreach provision.</p> <p>Service plans and location planning for the new Family Children & Families Centres model aims to improve physical inclusion of families with children with a disability.</p> <p>St. Michaels and Stockingford are both proposed as Children & Families Centre and Park Lane is a standalone building on an Academy site where options for future use will be developed. Park Lane is close to the proposed Children & Families Centres at Camp Hill and Stockingford which parents and children could choose as an alternative support. We intend to work very closely with the Academy school where Park Lane is located to ensure that children with a disability continue to be able to access support. There is also a newly built nursery based on the site where we hope to be able to support 0-5 population, particularly those with SEND.</p> <p>Relative to other centres Abbey had the highest proportion of Under 5's known to have a disability as a percentage of their distinct attendees (0.79%). The centres with the next highest proportion of attendees known to have a disability were Riversley, Badger Valley, Lillington, St. John's, Camp Hill, Southam and Wolston. All of these are proposed as Children & Families Centres or Outreach sites, one of which occupies space in the library (Wolston), which presents an opportunity to ensure access to appropriate services.</p> <p>The change to the proposed site of Abbey to Riversley was in response to the specific SEND support the latter currently provides. Riversley in particular was reported through the consultation as being supportive of children with SEND.</p> <p>The service offer will be made up of a core and enhanced service offer designed to maintain equity of access to a number of services for children and families (both commissioned and delivered by WCC and/ or partner agencies). This includes Chatter Matters and speech and language support, and key consideration will be given to speech</p>
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			<p>and language services for those with Special Educational Needs.</p> <p>Access and experience will be monitored as part of transition and implementation planning, delivery and ongoing performance monitoring.</p> <p>In the implementation plan we are committed with partners to developing a better understanding the service experience from the point of view of the child with a disability, including furthest distance travelled.</p>
Gender	<p>The proposal is an opportunity to create a more balanced service open to all with fewer insider/ outsider groups or 'cliques'</p>	<p>Females are the predominant users of Children's Centres and as a result will be more affected than other genders.</p> <p>A larger proportion of staff within the Children's Centres is female and therefore women will be disproportionately affected by potential re-design, re-structures, reduction in hours, etc.</p> <p>Targeted groups such as 'father groups' may no longer be available.</p> <p>There are some gender specific sessions and concern among young women in particular about these playing a role in reducing social isolation if they were withdrawn.</p>	<p>Whilst both males and females are registered for Children centres; females are the predominant users. As a result both genders will be potentially affected with larger number of females affected.</p> <p>Between 1/10/2016 and 30/9/2017 81.5% of all parental attendees were female and 18.5% were male.</p> <p>92.32% of all attendances were female as a percentage of all attendances.</p> <p>The proposed model, rather than increasing provision of targeted groups, envisages that services are more open to all and accessible at a range of times to all members of the family. A whole family approach is being taken in the proposed service offer and delivery model, as recommended by the Smart Start Strategy.</p> <p>Rather than creating groups 'for' people our plan includes empowering and encouraging people to set up/maintain their own specific peer support groups to reflect the interest, culture or other specific factors present within the local community. Dads groups will continue to be offered where local need indicates they would benefit from gender specific access to services.</p> <p>Our proposal goes beyond a change of words from 'Children's Centres' to 'Children & Families Centres' and brings with it a real whole family focus where families are involved in co-producing services, where families have a much easier access to a 'wrap around' service and where we work alongside families to give them the confidence and skills to address their own concerns. We will focus on what families and communities can do and build on their skills to improve their resilience.</p>
Age	<p>Extension of provision to ages 0-19 (or 25 for those with disability)</p> <p>Increased convenience for families with siblings over 5</p> <p>Whole family focus</p>	<p>Reduction in access to appropriate childcare where the Children's Centre provides it</p> <p>Loss of a trusted place of safety for the very</p>	<p>The proposed locations are centred on the areas of greatest current and future demand. The Children & Families Centres model is designed to keep services local and sensitive to all ages including the very young.</p> <p>Consultation feedback raised concerns about diluting the 0-5 offer if 5+ years services were also offered. Under 5's are often living in families with over 5's so a whole family approach should ensure a focus on both equally. A full range of open access services for 0-5 will continue to be provided from Children & Families Centres, supplemented with</p>

	<p>Increased family cohesion</p> <p>One of the barriers to accessing the current service is the cut off at 5 years. Where there are older siblings this can create logistical barriers for parents having to visit multiple locations/ access services via multiple referrals and pathways. The proposed family hub model makes provision for children up to 18 and 25 for those with Special Educational Needs or Disabilities, reducing this age barrier for families and providing a service that families with both older and younger children can benefit from.</p> <p>Access to community led peer support may improve through the implementation of the Leksand Approach and support to local communities to develop and maintain their own groups, incl. stay and play. There is an opportunity for inter-generational work to support the community led family initiatives, removing the age barriers to co-producing and benefiting from services.</p> <p>Some feedback from our consultation indicates that</p>	<p>young.</p> <p>Loss of age-specific expertise in 0-5s</p> <p>Reduction in ability to ensure early years provision remains available via the Outreach sites after responsibility has transferred to a third party</p> <p>A greater proportion of the total Teen Parent population attend Children's Centres than parents of all ages and so they may be affected by a potential reduction in services</p> <p>Reduction of access to universal activities that support Early Learning Goals for 0-5 year olds may be affected and in turn may impact percentage of children achieving a good level of development (GLD) used to assess school readiness.</p>	<p>services delivered from outreach sites, maintaining these local community outreach sites dependent on local need. The main focus for the delivery of the core service offer within family Children & Families Centres will be on the 1001 critical days, starting from the ante-natal period, particularly for health related services and peer support (in the current model ante-natal support is very limited).</p> <p>Warwickshire is home to 37,974 children aged 5 and under and the boroughs of Rugby and Nuneaton & Bedworth have the highest numbers of 0-5 year olds in the country with 7.62% and 7.59% of their total population respectively. (Source: Smart Start 0-5s Strategic Needs Assessment August 2016)</p> <p>12 of the proposed Children & Families Centres and outreach sites are in Rugby, Nuneaton and Bedworth with further community outreach available/ to be developed, based on need.</p> <p><u>Under 5s</u></p> <p>41.53% of all attendances at Children's Centres were under 5's</p> <p>The number of Under 5s engaged (who made more than 1 visit) in the 12 months to March 2017 was 18,528</p> <p>Number of attendances 180,769</p> <p><u>Under 2s</u></p> <p>24.58% of all attendances at Children's Centres were under 2s and the main activity type they attended for was Early Play and Learning (this makes up 32.46% of all Under 2 activity).</p> <p>Number engaged in the 12 months to March 2017 was 8364</p> <p>Number of attendances 74,797</p> <p><u>Teen Parents</u></p> <p>Teenage parents may be affected if they attend Children's Centres regularly for services other than Health Visiting and Midwifery.</p> <p>The plan is to work jointly with the Family Nurse Partnership on a targeted programme aimed at vulnerable teenage parents.</p> <p>We will ensure that teenage parents continue to be identified as one of the key groups using the service.</p> <p>The Children & Families Centres model with outreach is designed to keep services local and accessible to all ages including the very young as well as older carers.</p> <p>The plan includes signposting and facilitating access to other services as well as direct service delivery.</p> <p>The multi-agency team approach, co-location, stepped approach and seamless pathways will also be mitigation for any age-related impact and provide benefit as barriers are</p>
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	<p>in the current service certain ages can feel like 'outsiders' e.g. Older Mums; the opportunity may exist for positive impact if local need indicates they would benefit from age specific support.</p>		<p>removed; a team of diverse professionals including family support workers, midwifery, health visiting and others will work together at Children & Families Centres.</p> <p>The approach retains a strong emphasis on early years and is based on the vision of an integrated system of 0-5 universal and integrated early help provision to improve outcomes for children aged 0-5 years The aspiration behind this proposal is to give every child in Warwickshire the best start in life and to continue to provide support into adulthood.</p> <p>The new 0-19 (or 25 for those with additional needs will reduce admin barriers and handoffs between teams by bringing together some of the functions of the current Early Help service with those of the Family Support Teams for the benefit of children of all ages.</p> <p>The proposed delivery model has been designed to ensure equity of access for all ages. The proposed 0-5 service offer and delivery model has been based on the need to integrate with the wider transformation of services to older children and families.</p> <p>Local professional relationships will be strengthened by these proposals with the additional potential to reduce inappropriate referrals and providing a platform for further transformation across the system.</p> <p>Mitigation measures will continue to be monitored as part of the transition / implementation plan.</p> <p>Conditions of transfer of outreach sites will include protection of provision of services for early years where this is feasible.</p>
<p>Pregnancy and Maternity</p>	<p>This proposed Family Hub model offers for provision for maternity and pregnancy as part of the core offer in all Children & Families Centres starting right from the ante-natal period (preventative)</p> <p>The current Children's Centre model does not offer a high level of support during pregnancy</p> <p>The new model will provide co-delivery of the Better Birth agenda</p> <p>The new model provides closer working, co-location and joint leadership with</p>		<p>This proposed Children & Families Centres model will co-deliver the Better Birth agenda and the Local Maternity System action plan (within the Coventry & Warwickshire Sustainability & Transformation Plan (STP)</p> <p>This proposal is in line with the Community Midwifery Hubs development</p> <p>Our proposal builds on the Leksand model of peer support within the community and builds on recommendations from Smart Start. Feedback comments from the consultation raised the importance of "<i>finding a friend before you need them</i>" and the importance of peer support networks.</p> <p>The service redesign and the shift towards integrated services with Midwifery, Health Visiting and Family Nurse Partnership is to help mitigate the adverse impact and support a universal offer for pregnant women.</p>

	health partners to support better outcomes for maternal and child health		
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Could the proposal impact additional groups?

Additional Groups/ Factors that may experience impacts

There are a range of groups/ factors involved and this proposal by its nature cannot be seen in isolation or simply as a change in locations or venues. It is part of a transformation vision to deliver a wider positive impact on Local Communities and support healthier living and independence. The vision is for a whole system place-based approach to Community Development. This proposal will continue to be developed alongside, and linked to, proposals to develop community capacity. A number of proofs of concept 'Let's Talk' Community Hubs have been launched in September/ October 2017 where people can access information, advice and guidance. These are in locations complementary to the Children & Families Centres and outreach sites we propose. In developing this model we will continue to work with a range of other teams such as e.g. Domestic Violence & Abuse, Child & Adolescent Mental Health and Public Health to ensure sustainable access to a core and extended range of services and staff co-located within them, and that equity of access and social inclusion is promoted.

Table 2: Additional Factors/ Additional Groups that may experience impacts (Source of data: WCC Insight team, October 2017)

	Potential for positive impact	Potential for negative impact	Mitigations/ Action Plan
Staff: Provider Family Support Workers /WCC Family Support Workers/ Early Years Workers	<p>The model envisages an equitable and consistent delivery of family support through the One Team approach and working to consistent service standards. It supports the delivery of the Smart Start Strategy by ensuring that:</p> <p>The service meets the needs of families effectively and as early as possible</p> <p>The service is delivered in a coordinated way by suitably trained and supported staff</p> <p>Early years family support becomes a part</p>	<p>Potential loss of highly valued Children's Centre staff</p> <p>Reduction in staffing levels and significant changes to the team structure and to the commissioning approach. The risk is that these transformative changes to culture and practice may not be supported.</p> <p>The risk is that in a period of uncertainty staff morale will fall and staff attrition rates may rise before the changes can be implemented.</p> <p>Some of the staff within centres may fall within groups with protected characteristics.</p>	<p>It is difficult to quantify potential adverse impact on provider staff until the preferred approach to commissioning has been agreed after Cabinet on 9th November. After that point we will be able to explore the exact impact of the proposal on staff in more depth.</p> <p>We are recommending a transition period to reduce this impact</p> <p>Staff were consulted with throughout the consultation period and their views taken into account regarding location and number of hubs as well as what services should be provided. For example, staff in Leamington shaped the proposed change from Sydenham to Kingsway.</p> <p>This will be managed as part of the Children's Transformation Programme is a coordinated programme of supported change with leadership support from a dedicated Service Manager for Transformation to ensure smooth supported beneficial change. Both the <i>One Team</i> project (to deliver the team, process, practice and organisational changes) and the 0-5 Redesign projects remain the two most critical high priority projects subject to corporate oversight and monitoring. The approach is one of co-production and continued engagement with partners over a managed transition period.</p> <p>The workforce profile will be assessed against the protected characteristics pre and post change, The impact of any job losses, TUPE transfer will be mitigated</p>

	<p>of the new integrated early help model and is locally accessible.</p>	<p>Staffing structures will alter, hours may reduce and some roles may be lost.</p> <p>The relationship with Barnardo's and the Parenting Project may be weakened or come under strain during the process of change</p>	<p>by available HR support for staff from Warwickshire County Council and from current providers' available HR support.</p> <p>A workforce development strategy and plan forms part of the One Team/ 0-5 Redesign transformation planning.</p> <p>Connect Oxford has been assigned as a partner to support staff through the staff changes at team and individual level.</p> <p>With significant budget savings to make this will be an inevitable consequence justified on cost grounds in order to sustain the service for those in greatest need</p> <p>This proposal for the redesign of Children's Centres is being carried out in conjunction with the transformation of children's <i>services One Team</i> project. This will ensure that the proposal to bring the Family Support Workers in-house will take place within an integrated model of staffing and skills mix, ensuring age-specific expertise will be maintained. Development of One Team staffing and skills mix and joint training and development with partners</p> <p>Joint training sessions will be part of how this model is implemented so that social workers can share their knowledge with practitioners in universal services to build confidence and understanding across local networks.</p> <p>The new model offers consistency and coherence of the provision of family support countywide. Additionally, we will use the opportunity upskill and train the staff to meet the new service model requirements.</p> <p>An extended 12 to 18 month transition period (subject to approval by Corporate Board and Cabinet) provides an opportunity to work closely with the providers to implement joint transition plans and reduce the impact on staff. Detailed transition plans will be developed post Cabinet's decision on 9 Nov 2017.</p>
<p>Those on Low Income / IMD 1-4</p>	<p>There is potential for the proposed model to create a positive impact on health outcomes by working in a more integrated way with health and financial support partners at Family Hub locations to support these groups.</p> <p>Poverty and low income are known determinants</p>	<p>Reducing the proposed number of Children's Centre buildings could</p> <p>Increase cost of travel for families to access information they need e.g.</p> <p>Decrease access to CAB or financial support.</p> <p>Reduction in centres may make access an issue for those with lack of transport or access to a car.</p>	<p>4258 under 5's from LSOAs designated IMD 1-4 attended Warwickshire Children's Centres making up 20.15% of all attendances in the year to 30/9/2017.</p> <p>In order to select the proposed Children & Families Centres and outreach locations an evidence based approach was followed using the index of Multiple Deprivation (IMD) as well as the evidence for locations with highest numbers of the most vulnerable families, including priority families and children in need, to identify the areas with the greatest need. These were then ranked based on the largest population and level of need. This was not found to give an even geographic spread. The rationale was further tested by mapping additional data sets and taking detailed evidence and input during the consultation period and taking account of county wide growth and housing development data.</p> <p>The proposed locations are centred on the areas of greatest need and</p>

	<p>of health.</p> <p>Additionally, family support will be delivered more consistently and effectively within the new model which puts more emphasis on early identification and support to reduce the need for later more costly interventions.</p>		<p>deprivation. Travel costs were raised as an issue in the consultation and so more hubs and outreach sites were proposed in response, particularly in the geographically dispersed Stratford District and North Warwickshire Borough.</p> <p>-The Children & Families Centres model with outreach is designed to keep services local and accessible. Emphasis has been placed on the development of robust outreach delivery with key partners in order to ensure appropriate services continue to be available in locations where they are needed most.</p> <p>This Children & Families Centres proposal has been aligned with the development of Community Hubs; these will provide information, advice and guidance complementary to the Children & Families Centres model.</p> <p>We are also working closely with partners in the development of the outreach sites to utilise a wider range of schools and nursery and other settings.</p> <p>As part of the new universal service offer, we will be offering family support drop-ins to identify and address needs early, including the needs of families on low incomes</p> <p>As part of the enhanced service offer, we propose to introduce financial inclusion service/ debt and budget management advice to be available within Children & Families Centres</p> <p>We intend to develop the plans in collaboration with transport planning and also with housing developments considering the wider determinants of family outcomes and health and also taking into consideration the community infrastructure levy.</p> <p>Part of the plan is to work with major local businesses, e.g. Jaguar Land Rover, to address the needs of local families employed by them and reduce social isolation of spouses.</p>
<p>Those accessing health services</p>	<p>Increase in joint working opportunities between health, social care, housing, voluntary sector; service integration with health visiting and midwifery</p> <p>The model provides an opportunity to work more closely with health partners to support healthy physical development and</p>	<p>Reduced access where child/ adult health services are delivered through Children's Centres or it is their main referral route</p> <p>Impact on health visiting if part of their delivery is through Children's Centres</p>	<p>In 2016-17</p> <p>There were 39,392 attendees with 360,646 attendances.</p> <p>36.4% of attendances by under 2 Year Olds at Children's Centres and outreach Settings during 2015/16 were for Health activities.</p> <p>Health activity made up the largest proportion of attendances. An additional 7.6% of attendances were for Speech & Language therapy (SALT)</p> <p>In Warwickshire breastfeeding prevalence at 6-8 weeks after birth (2015/2016) was 46.5% which is higher than the average for England which is 43.8%</p> <p>Integrated working that has been developed in relation to health visiting, STP and Better Birth and development of Mental Health and other Community Hubs will be maintained as we prepare for implementation and joint evaluation of the newly proposed model. As a minimum the model requires health visiting and</p>

	<p>physical fitness for children</p>		<p>midwifery to be provided from the outreach sites as well as the Children & Families Centres. Appropriate systems will be put in place to ensure links and joined up working between the proposed in-house Family Support Worker Service and those working at the Children & Families Centres and at the Outreach sites.</p> <p>We will work with the local Sustainability & Transformation Partnership on the STP to ensure alignment, coordination and improved access to health services.</p> <p>Work is already under way to improve access to health visiting, midwifery and mental health support, including CAMHS and Perinatal Mental Health service.</p> <p>Additionally, we will:</p> <ul style="list-style-type: none"> -Support local voluntary organisations to promote local health e.g. Buggy Walks -Support strategic agreement between services and providers to sign up to effective information sharing -Joint and integrated working and information sharing pathways to be agreed with all staff trained in pathway routes -Ensure effective referral pathways and communications for outreach support -We have engaged partner agencies in the development of this proposal and their service plans reflect the necessary changes and efforts are being made to ensure services continue uninterrupted in so far as possible.
<p>Antenatal and Postnatal Mental Health</p>	<p>Potential for positive impact in supporting Public Health with the development of Parent /Infant Mental Health work</p> <p>Our proposal aims to improve antenatal and postnatal outcomes and support preventative care. It is well evidenced that there is a clear link between perinatal health and long term costs as well as lower language abilities as well as behavioural</p>		<p>Taking it as a principle that there can be '<i>no health without mental health</i>', the enhanced service offer at Children & Families Centres will include improved access to mental health services and information and advice for 0-5 families. In planning our services we are especially taking into account low level mental health needs of parents and support with building secure attachment during the perinatal period, so important in terms of the child's development.</p> <p>The extended transitional period we are proposing in intended to mitigate this risk.</p> <p>Low level mental health provision will be available where there is evidence of need. We are proposing extended transitional arrangements for Kenilworth, Shipston and Southam where perinatal mental health was raised as an issue in the consultation.</p> <p>In planning the new service we also aim to improve identification of mental health issues facing children under the age of 5 themselves, a critical period for intervention. Those children of mothers with mental ill-health are five times more likely to have mental health problems themselves. This will mean that</p>

	problems in children, adversely affecting school readiness.		<p>psychological and social risk factors can be assessed earlier and support parents with their transition to parenthood. Our proposal includes facilitating the development of Community Mental Health hubs and developing the core and enhanced offer to include closer alignment with mental health partners e.g. Child & Adolescent Mental Health Services to provide a cohesive mental health offer.</p> <p>Parenting support programmes as part of the new service offer will enhance children's emotional wellbeing, brain development and capacity to learn. These will positively impact on mental health during the antenatal and perinatal period. We will develop a new parenting support strategy in partnership with other agencies and services to ensure we have a robust plan to build family resilience and prevent acute level of need.</p>
Other Partner Organisations (those not currently providing the service)	Options for the integration and co-location of services could provide positive opportunities for collaboration with partner organisations and deliver benefits for young people and families e.g. CAMHS	Some of the current Children's Centres are used by other service providers and their transfer or closure will impact on partners as they may be required to find alternative venues from which to deliver services.	<p>We will work with local voluntary sector organisations to explore what they can provide to support professional staff and to explore the use of alternative venues</p> <p>There will be an opportunity for other organisations and groups to bid for the take-over of centres (based on a robust criteria taking into account the local need, early years focus and access for Children & Families Centres to deliver appropriate services on an outreach basis). Many voluntary expressions of interests have been already received, but a formal scheme is planned to take place. The takeover initiative presents an opportunity to address the early years sufficiency via the PVI sector, address the needs of local schools and meet demand for other services as well as generate the saving.</p> <p>The Council is in conversation with current providers of Children Centres about the proposals and will continue to actively engage with them. It is the Council's intention to provide joint-use facilities within the new service and options for co-location of services are being discussed as part of the development of the proposals</p> <p>-The Council is actively developing community capacity and social enterprise. It is also at Proof of Concept stage with Community Hubs providing information, advice and guidance.</p>
Those accessing Education & Training at Children's Centres		2HELP not commissioned as part of the model	<p>We plan the transfer of responsibility to the PVI sector to maintain provision at outreach sites.</p> <p>Use of libraries as outreach sites will maintain provision and use the expertise of libraries to promote and engage with literacy and speech and language</p> <p>The Family Information Service (FIS) will signpost to providers who do offer of 2Help funded places and provide information.</p>

<p>Those using Children's Centres for low level support for mental ill-health, social exclusion, well-being issues</p>	<p>The proposal aims to create the positive impact of people feeling safer, happier and more supported in and by the community by provision of Children & Families Centres</p> <p>This proposal provides an opportunity to lessen what can be perceived as 'judgemental or stigmatising' aspects of Children's Centres to provide hubs that are perceived to be 'for all'</p> <p>Co-location and integrated working with partners should produce and opportunity to identify those most vulnerable earlier</p> <p>The provision of services in Children & Family Centres and outreach locations such as libraries will promote inclusivity and reduce any feeling of being stigmatised</p>	<p>Reduction in centres may result in reducing contact with others and break down established social networks</p> <p>This could contribute to poorer emotional well-being of those dependent on Children's Centres.</p>	<p>In the period from 1/10/2016 to 30/9/2017 1253 known lone parents of under 5s attended Warwickshire Children's Centres. This made up 3.19% of all attendees.</p> <p>During the consultation attendees were keen to voice the message that vulnerability to mental ill-health existed in affluent areas too and there was some adjustment in centre locations on this basis.</p> <p>One third of parents report experiencing isolation and loneliness in the early days of parenthood. (<i>Smart Start 0-5 Strategic Needs Assessment, August 2016</i>) We know that socioeconomically disadvantaged women are more predisposed to suffer mental illness during this period and children living in poverty are more likely to be impacted by their mother's illness.</p> <p>Following the Smart Start recommendations, we are proposing to develop more peer support and stay and play groups, starting from the ante-natal period, based on the Leksand Approach from Sweden. We are aligning with the Council's Community Capacity & Hubs programmes in order to support this goal.</p> <p>Additionally, we are working very closely with the Local Maternity System and are ensuring that appropriate ante- and post-natal mental health support is provided to mothers and fathers. We have already managed to secure fast-tracking of perinatal mothers into IAPT as part of this work.</p> <p>We are also working with Public Health to ensure a consistent approach to developing a parent-infant mental health support, including staff training and development.</p> <p>Incorporate adequate outreach provision.</p> <p>We plan to continue to work closely with local support groups</p> <p>The model proposes to have mental health leads within the Family Support workforce.</p> <p>As part of the Local Maternity System action plan it is proposed to upskill all midwives and health visitors in partnership in mental health /emotional well-being support.</p> <p>Develop plans as part of whole strategic health and wellbeing approach and ensure each plans for provision in each district support the local HWBB priorities</p> <p>We are proposing extended transitional arrangements that will mitigate mental health concerns exacerbated by uncertainty.</p>
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Rural/ Geographic	<p>The proposal contains outreach services to maintain the services close to home</p>	<p>Reduction in access to services where travel is involved. This could impact ability to access provision</p>	<p>Introducing the outreach provision in the proposal aims to address the issue of access to centres</p> <p>When selecting the locations of Children & Families Centres and outreach sites, consideration was given to the geographic spread of services and also took account of county-wide growth data. However an 'even spread' approach was discounted in favour of the approach to address greatest need.</p> <p>Rurality and rural outreach was an important consideration, and in the development of the proposals and in response to consultation this led us to propose the additional centres at Stratford.</p> <p>To address some consultation feedback in relation to geography some adjustment was made to the choice of proposed locations in order to reduce average travel time for service users; the adjustment of the proposal from the proposed site at Oakfield to that at Long Lawford was in response to the issue of rural access in Rugby Borough.</p> <p>The proposal includes provision of outreach services and home visits, as appropriate. We will build on what currently works well within the existing outreach model and develop it further. This includes co-production and co-delivery of services with local communities.</p> <p>Service users will be given advice about transport availability.</p> <p>Community transport services are provided</p>
Carers of those with Disabilities	<p>This proposal presents opportunities to work with relevant services and facilitate access</p>		<p>See also comments under disability above</p>
Safeguarding	<p>The proposal aims to improve safeguarding of vulnerable adults and children through greater levels of integrated working between multi-disciplinary, multi-agency partners.</p>	<p>The risk is a perceived loss of safeguarding expertise</p> <p>The risk is sharing premises by various age groups with vulnerabilities and issues</p>	<p>The risk of perceived loss of expertise will be reduced through the delivery of the wider Children & Families transformation in a more integrated way with the <i>One Team</i> children and families business unit operating model transformation. The proposed model increases multi-agency, multi-disciplinary working and information sharing which will lead to a reduction in this risk</p> <p>The risks presented by the whole family sharing premises (model extends from 0-25 years) will be mitigated through closer co-working with volunteer organisations and partners in the development, design and staffing of waiting areas. The Children & Families Centres model provides an opportunity to deliver services in appropriate (separate, if required) locations and ensure that they are safe places. Specific arrangements will be developed with families and partners during the transition period.</p> <p>These risks will also be addressed in the development of the service model and through monitoring mechanisms.</p>

<p><u>Stage 4 – Action Planning, Review & Monitoring</u></p>	
<p>If No Further Action is required then go to – Review & Monitoring</p> <p>(1) Action Planning – Specify any changes or improvements which can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.</p>	<p>Changes or improvements which can be made to the proposal have been shown in Table 1 and 2 above.</p> <p>Table 1: Summary of Impact for Protected Groups Table 2: Additional Factors/ Additional Groups that may experience impacts</p>
<p>(2) Review and Monitoring State how and when you will monitor policy and Action Plan</p>	<p>This plan will be monitored and reviewed on an ongoing basis throughout all its phases by the 0-5 Redesign Project Group. This includes review and monitoring of the project through all its stages from design and through an extended transition stage and through implementation and beyond to demonstrate that the plan is being delivered, and also to ensure outcomes and benefits are as anticipated. This group is a delivery group of the Children’s Transformation Programme, with oversight from the Children’s Programme Board and accountable to Customer & Transformation Board, as part of One Organisational Plan 2020.</p>

Table 3: Summary Action Plan

Group	Possible Impact	Action
Race (protected)	Disproportionate reduction in access for people of different race	Promote inclusivity and equity of access by: <ul style="list-style-type: none"> • Locating 4 of the Children & Families Centres and 1 outreach site where numbers and attendances of BME children is highest (Kingsway, Lillington, Boughton, Claremont, Whitnash)
Disability (protected)	Barriers and delays to access	Improve ability to physically access services by: <ul style="list-style-type: none"> • Locating Children & Families Centres and outreach sites at locations that have recorded the highest numbers of attendances of under5's known to have a disability (St. Michael's, Stockingford and Park Lane) and the highest proportion of under 5's attendees who are known to have a disability (Abbey, Riversley, Badger Valley, Lillington, St. Johns, Camp Hill, Wolston) to improve physical inclusion of families with children with a disability. • Monitor access and experience as part of transition and implementation planning
Gender (protected)	Disproportionate impact on women as 92.3% of all attendances are from females Gender specific groups may no longer be available	Create a more balanced service by: <ul style="list-style-type: none"> • Planning the services so that they more open to all and accessible at a range of time to all members of the family rather than increasing provision of targeted groups • Continue to offer gender specific groups e.g. Dad's groups where local needs indicate they would benefit from gender specific access to services
Age (protected)	(Impact on 0-5) Reduction in access to appropriate childcare and universal activities that support Early Learning Goals	Keep a focus on 0-5 by centring the proposals on locations with highest prevalence of 0-5s while also extending the offer to older children <ul style="list-style-type: none"> • Maintain 12 Children's & Families Centres and outreach sites in Rugby, Nuneaton and Bedworth - known to have the highest numbers of 0-5 year olds in the country • Include in the conditions of transfer protection for provision of service for early years where this is feasible
Pregnancy & Maternity (protected)	Current model does not offer a high level of support during pregnancy	Offer provision for pregnancy and maternity as part of the new core offer for Children & Families Centres: <ul style="list-style-type: none"> • Incorporate the Leksand model of peer support as part of the service • Work in partnership with Midwifery, Health Visiting and Family Nurse Partnership to align with Community Midwifery Hubs development, the Local Maternity System action plan and the STP
Staff	Loss of staff and loss of morale during a period of uncertainty and altered structures, terms, conditions, roles	Reduce the impact on staff: <ul style="list-style-type: none"> • Include an extended 12- 18 month transition period (subject to approval by Corporate Board and Cabinet) in the implementation plan during which to work closely with providers on joint transition plans • Manage and support the staff through change as part of a coordinated programme of transformation timed and in concert with the <i>One Team</i>

		project rather than as two separate projects impacting staff
Low Income/ IMD1-4	Reduction in access or increased journey cost for those with lack of transport or access to a car	Reduce the impact: <ul style="list-style-type: none"> • Commit to the adjustments in response to the consultation i.e. more outreach in Stratford District and in North Warwickshire • Develop services that increase access to CAB or financial support
Those accessing health services	Reduction in access where child/adult health services are delivered through Children's Centres (36% of attendances by under 2s were for health activities)	In recognition that health activity made up the largest proportion of attendance types and in reflection of consultation feedback: <ul style="list-style-type: none"> • Jointly plan the services with health, CAMHS and community hub colleagues with midwifery and health visiting as part of the core offer • Develop effective information sharing protocols
Antenatal and Postnatal Mental Health	Positive opportunities for partnership	<ul style="list-style-type: none"> • Support Public Health with the development of the Infant/ Parent Mental Health work • Make low level mental health provision available where there is evidence of need
Voluntary & Social Enterprise Organisations	Positive opportunities for collaboration	<ul style="list-style-type: none"> • Work with local voluntary groups to explore what they can provide to support professional staff • Formally encourage expressions of interest from VSE organisations to take over outreach sites
Those accessing Education and Training at Children's Centres	2HELP not commissioned as part of the model	<ul style="list-style-type: none"> • Use libraries where feasible as outreach sites in order to promote and engage with literacy and speech and language • Transfer responsibility to Private, Voluntary and Independent sector to maintain provision at outreach sites
Those using Children's Centres for low level support for mental ill-health, social exclusion, well-being issues	Reduction in centres may result in reducing contact with others and break down established social networks contributing to poorer emotional well-being of those dependent on children's centres	<ul style="list-style-type: none"> • Develop more peer support and stay and play groups starting from the ante-natal period based on the Leksand approach in Sweden • Develop the service so that perinatal mothers can be identified fast tracked into Improved access to psychological therapies where needed
Rural/Geographic	Reduction in access to services where travel is involved could impact ability to access provision	<ul style="list-style-type: none"> • Deliver the adjustments according to the consultation to ensure the additional sites at Stratford are included and the change from Oakfield to Long Lawford is implemented in the plans in response to the issue of rural access at Rugby Borough
Safeguarding	Perceived loss of safeguarding expertise	<ul style="list-style-type: none"> • Develop specific arrangements with children and partners during the transition period as part of multi-agency, multi-disciplinary working and information sharing

Cabinet

9 November 2017

One Organisational Plan Quarterly Progress Report April – September 2017

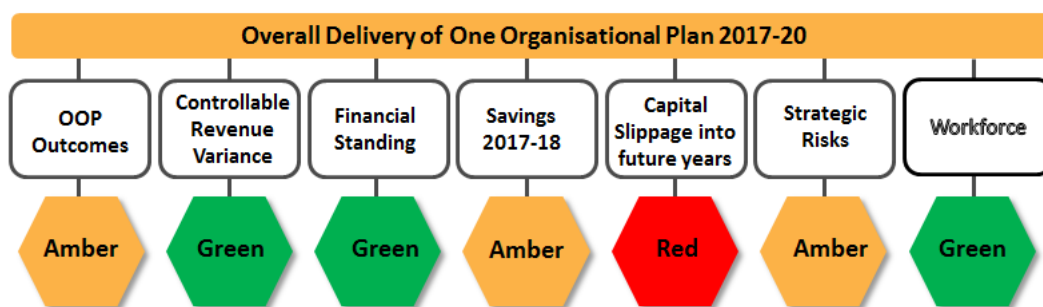
Recommendations

Cabinet are recommended to:

- a) Note the progress on the delivery of the One Organisational Plan (2017-20) as at the end of September 2017 as summarised in Sections 1 to 3 of the report and detailed in Appendix A.
- b) Remind Corporate Board and Heads of Service of the importance of delivering a balanced budget both collectively and individually and that proposals for action to bring those budgets overspending back on track should be discussed with Portfolio Holders as a matter of urgency.
- c) Approve the net transfer of £0.469 million from Business Unit reserves to support the delivery of services in future years, as outlined in section 3.2.
- d) Approve the revised capital payments totals and the revised financing of the 2017/18 capital programme as detailed in the table in section 3.4.
- e) Approve the increase in the cost of the refurbishment of Old Shire Hall of £0.936 million to meet the requirements of being a commercial events venue funded from revenue/capital resources previously approved for Property Services and improving the customer experience in Customer Services, as detailed in section 3.4.

1. Progress on the Overall Delivery of the One Organisational Plan (OOP 2020)

- 1.1. At the end of quarter 2, the forecast for the delivery of the major components of the Authority's Plan is at Amber, as shown in the chart below.



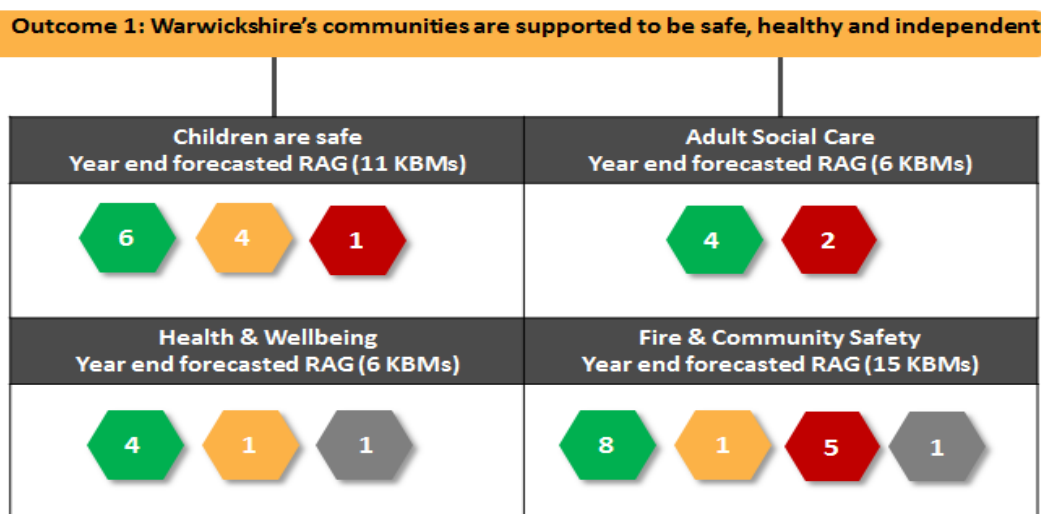
- 1.2. Overall, there is little change from the forecasts at quarter 1.
- 1.3. For the OOP Outcomes, the overall forecast is at Amber to deliver all three high level Outcomes. Specifically, both of Outcomes 2 (Economy) and 3 (Resources) are forecasting an overall delivery of Green, with an assessment that at least 70% of their Key Business Measures will achieve their targets. In relation to Outcome 1, (Safe, healthy & independent communities), a number of challenging issues continue to be faced by children & families, adult social care, fire and community safety (including transport) which will impact on delivery. Most of these are long term issues which are the focus of the Authority's transformation programmes. Further details are covered in section 2 of the report.
- 1.4. An under-spend of £0.045million (0.02%) is being forecast on the revenue budget for the year, which is within the agreed tolerance level of 2%. More information on the under-spend is contained within **Appendix A** and Annexes A-P.
- 1.5. The forecast outturn for the savings plan is that there is likely to be a shortfall of 4.5% (£1.433 million) against the overall target of £31.935m by the year-end. The gap is slightly wider than forecasted at Quarter 1 – mainly due to issues for the People Group. Section 3 provides further details. Where this has an impact on the revenue outturn position, Business Units or Groups have sufficient reserves to cover any shortfall. This shortfall is within tolerance levels and Business Units are implementing their plans for achieving their savings targets over the three year period.
- 1.6. Consequently, the financial standing of the authority and the forecast of resources available to deliver the OOP Outcome Framework remain robust. The in-year financial position is tighter than previous years and therefore requires a focussed discipline on priorities and maintaining pace in the decision-making and then delivery of the agreed plans to ensure the medium term financial plan that underpins OOP2020 remains on course.
- 1.7. The position on strategic risks remains unchanged and Corporate Board continues to have regular oversight of these. Three of the four Key Business Measures on Workforce are on track to achieve their yearly targets.

2. Performance Commentary

OOP Outcome Framework

- 2.1 The OOP Outcome Framework consists of 3 high level Outcomes which are also disaggregated by the main service/policy areas. The delivery of these Outcomes is dependent on the achievement of their supporting Key Business Measures (KBMs).
- 2.2 Overall, Outcomes 2 (Economy) and 3 (Resources) are expecting to achieve at least 70% of the yearly targets for their KBMs and so have an overall rating of Green. Thus, 20 of the 26 KBMs for Outcome 2 and 15 of the 19 KBMs for Outcome 3 have a Green forecast.
- 2.3 Outcome 1 has an overall Amber rating, based on 22 of the 38 KBMs (57%) forecasting to achieve their yearly targets.
- 2.4 At a disaggregated level, 2 of the 7 policy areas are forecasting to achieve (Green) at least 70% of their KBMs. These are: economy & infrastructure, (including environment & localities) and resources. The remaining 5 policy areas are forecasting at Amber overall in relation to their KBMs (i.e.50-69% of KBMs are forecasting a year-end at Green).
- 2.5 Full details of the progress in performance of all 83 KBMs at the end of quarter 2 are provided in Annex R.
- 2.6 Appendix B to this report provides longer term trend data and comparative data where available on the KBMs for the policy areas. This additional information enables a more rounded assessment than that provided by just the quarterly information.

Outcome 1: Warwickshire’s communities are supported to be safe, healthy and independent.



2.7 The table above shows the year-end forecast RAG position of the Key Business Measures for the 4 policy areas which contribute to Outcome 1. All 4 policy areas are forecasting at Amber level overall, indicating that 50-69% of the supporting KBMs are forecasting being able to achieve their yearly target. The sections below reports in more detail on these policy areas.

“Children are safe”

2.8 6 of the 11 KBMs are forecasting at Green, including the numbers of children looked after and early help assessments initiated. The overall aim remains to increase early help assessments and thus reduce the number of children being looked after and child protection plans in place (without compromising the safeguarding of children). The Scorecard for Children in Appendix B shows the performance of these 3 KBMs since 2014 and the challenge of sustaining the impact on these measures. All 3 KBMs have remained at virtually the same level since 2014.

2.9 The KBM for the number of child protection plans is currently forecasting at Red. In part, this is due to an increased number of serious incidents of child abuse being reported. Active management of those with a protection plan are being undertaken to ensure that plans remain in place only as needed to safeguard the children concerned. Longer term, the ability to meet this yearly target is also dependent on increasing early help assessments and reducing the caseloads for social workers and independent reviewing officers. Both the latter two key business measures are at Amber. The latest recruitment campaign for social workers is proving to be successful and resulting in sufficient posts being offered to enable front line teams to be fully staffed but the impact of this may not be fully realised until quarter 4.

2.10 However, the Authority continues to make good progress in increasing the percentage of children looked after that left care via adoption, special guardianship or children arrangement orders (Appendix B-Children Scorecard) and Warwickshire’s adoption levels are higher than national and those of its statistical neighbours.

2.11 The goals for the placement of children looked after, are to reduce the use of residential and external foster care, whilst increasing the use of internal foster carers. The KBM for children placed in residential care is forecasting to achieve it’s yearly target (thus Green) and the Authority has successfully managed to maintain a reduction from the 2015/16 levels (See scorecard at Appendix B). However, both KBMs for the numbers of children placed in external and internal foster care are forecasting not to fully achieve their yearly target (Amber). This is due to a lack of sufficient quality internal foster carers affected by the recruitment drive for new in-house carers, which has taken longer than expected to gain momentum (an issue also being faced by other Authorities). The effect of these pressures is impacting on the revenue budget (with a forecasted overspend) and on the ability of the Service to fully achieve their savings target.

Adult Social Care

- 2.12 The overall aims for adult social care are to increase people's independence and health by reducing the numbers being permanently admitted to residential, nursing and long term community care and to promote choice and control. 4 of the 6 KBMs for Adult Social Care are forecasting to achieve their yearly target and are rated Green.. These include the numbers of permanent admissions to residential and nursing care (over and under age 65) and to long term community care. Admissions to long term community care are one of the largest group of service recipients; the forecast for this by the year end is that that total numbers will be close to the level in 2014/15 (after a reduction in 2015/16/17).
- 2.13 As well as admissions, the financial impact on the Service is also affected by the total number of service users, their length of stay in types of accommodation and market rates. The Scorecard for Adult Social Care in Appendix B shows that the total number of service users at the end of quarter 2 are similar to a year ago.
- 2.14 2 of the 6 KBMs are forecasted to be Red at year-end. These are the number of people receiving a Direct Payment and Delayed Discharges from Hospital.
- 2.15 Direct payments are one way in which service users can exercise choice and control. Although Direct Payments are forecasting not to achieve their yearly target, the Service continues to actively promote these to users.
- 2.16 There is little change from Quarter 1 in respect of delayed transfers of care from hospital which is still forecasting to be considerably higher (at 550 per 100,000 population) than the yearly target (396 per 100,000 population), though the 550 forecast will be an improvement on the 597 per 100,000 in 2016/17. These are due to both delays in assessments being completed and in sourcing care packages. This area is one of the specific transformation projects which aims to make in-roads on discharges; additional staff have been employed within the hospital and reablement teams to help improve this.

Fire & Community Safety

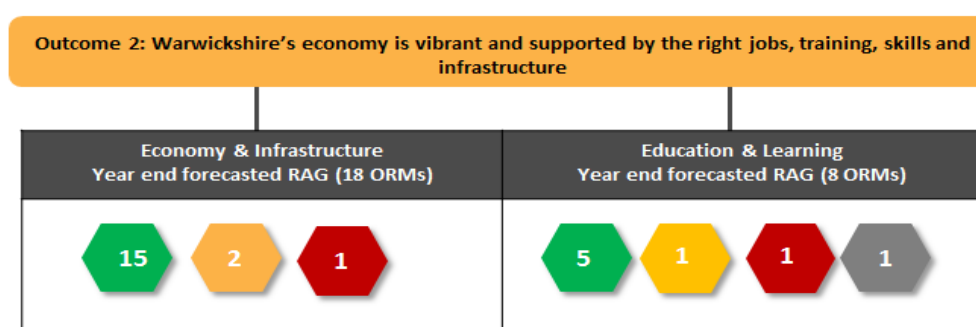
- 2.17 This covers fire, road and flood safety and is measured through 15 KBMs. 8 of these 15 are forecasting to achieve their yearly target (rated Green) whilst 5 of the 15 KBMs are forecasting that the yealy targets will not be met (rated Red).
- 2.18 9 of the 15 KBMs are in relation to the Fire Service. 5 of these 9 are forecasting at Green (to achieve their year-end targets), 3 at red (will not achieve their target) and 1 at Amber (will almost achieve the target).
- 2.19 Fire Service KBMs which are forecasting to achieve their target include response times when a 1st Appliance arrives at life risk/property incidents within agreed response standards, % Retained Duty Staff appliance availability at specific key stations and the number of accidental dwelling fires. Availability of Key Retained Duty Appliances is improving gradually due mainly to the flexible use of wholtime firefighters covering short term

availability gaps at Retained Stations and other similar flexible working practices. Overall the number of Retained Firefighter vacancies and subsequent Fire Crew unavailability remains a long standing concern and work is underway with HR & OD to improve the level of proactive recruitment and outreach work necessary to attract candidates. The scorecard for Fire & Community Safety within Appendix B shows the trend in performance over the last 3 years where available, for the KBMs concerned.

- 2.20 One of the Fire Service KBMs that is forecasting a year-end position at 'Red', is that on the number of incidents attended, with a forecast that 3200 will be attended by the year end which would exceed the yearly target (3013). The level of incidents in quarter 2 are 5.3% higher than the same period last year but have decreased by 18% since quarter 1 of 2017/18. This rise is due to an increase in secondary fires; levels of deliberate fires have also increased by 7% compared to the same period in 2016/17. Benchmarking information on 45 other Fire Services, including Warwickshire, shows that Warwickshire attends the lowest level of fire incidents per 10,000 of the population, by virtue of its call challenge and attendance policies and the fact that emergency medical responding is not yet practiced widely in Warwickshire unlike some other areas. When compared to the average levels of incidents for all of England, Warwickshire's rate is 54.8 against 100.92 (per 10,000 population) for England; however some caution needs to be applied to such comparative data as there are variations in policies on attendance to some incident types by different fire services. Warwickshire Fire Service is actively working to improve incident levels over the remaining period of 2017/18. The Scorecard for Fire & Community Safety at Appendix B aims to provide longer term trends on the KBMs and shows a slight improvement in 2016/17 (3,076 incidents attended) over 2015/16 (3,306).
- 2.21 Two additional Fire & Rescue KBMs forecasting at Red are the measures on the number of regulatory reform order risk-based inspections and the number of preventable fire related deaths. The former has been impacted due to the decision to focus on completing highrise inspections after the Grenfell tragedy and suspending other protection inspections. Although other inspections have now resumed, the Service is unlikely to be able to meet it's yearly target for these risk-based inspections. The target for fire related is zero and this has been missed due to two fire related fatalities which were in relation to an aircraft incident (though confirmation from the coroner as to the exact cause of death is still awaited).
- 2.22 On road safety, the KBM on the number of people killed or seriously injured on our roads is also forecasting at 'red'. Nationally, there has also been a 4% increase in this Measure. The Scorecard on Fire & Community Safety at Appendix B confirms the three year trend data (2017/18-forecast of 374; 2016/17- 374 actual and 2014/15- 315 actual KSI) on this for Warwickshire, confirming an 18% increase in 2016/17 since 2014/15 and a forecasted increase of 8% compared to 2014/15. The Transport & Economy Service continues to use a combination of road safety education, engineering and enforcement interventions to address this; casualty reduction schemes at two locations are to be implemented this year.

- 2.23 The other KBM forecasted at Red is the level of re-offending by young people. The latest data on this confirms the continuing challenge in meeting the target although Warwickshire's rate is better than the national average.
- 2.24 Flood protection remains an important priority and it is forecasted that 10,000 preoposed new properties will be better protected from flooding through the Authority's planning role and this KBM will exceed it's yearly target (and is at Green).

Outcome 2: Warwickshire's economy is vibrant and supported by the right jobs, training and skills.



- 2.25 The overall forecast for Outcome 2 is that 20 of its 26 (77%) KBMs will achieve their yearly target and thus has a Green rating overall. The chart above provides the forecasted RAGs of the KBMs for both policy areas under this Outcome.

Economy & Infrastructure

- 2.26 15 of the 18 KBMs are forecasting to achieve their yearly target (rated Green). The only significant changes from quarter 1 are to:

- The KBM on waste service cost per household, which now forecasts an improvement from quarter 1; the cost per household is now forecasted to be £67 and meeting its revised yearly target rather than the £90 projected at Q1. However, despite this, there is a projected overspend in the revenue budget for this.
- % of Core Highways Maintenance Contract measures achieving target, although still forecasting a year-end position of 'Red'/not meeting its target, (90% forecast achievement against the target of 100%), there is an improving position on this from the last month.

Education & Learning

- 2.27 5 of the 8 KBMs are forecasting to achieve their year-end targets and at Green. Amongst the KBMs forecasting at Green is that on the percentage of

disadvantaged children achieving grades A*-C at the end of key stage 4 in English & Maths. The Scorecard for Education at Appendix B confirms that Warwickshire's 2017/18 forecast forms part of an improved trajectory since 2015/16.

- 2.27 The KBM on the percentage of disadvantaged children achieving age related expectations at key stage 2 in reading, writing and maths is forecasting an under-achievement at 42% against its yearly target of 57%. Despite this, the Scorecard on Education and Learning at Appendix B confirms that Warwickshire is making steady improvements on this Measure since 2014/15.

Outcome 3: Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership.



- 2.28 This Outcome is forecasting to achieve 15 of its 19 KBMs by the year-end. The Scorecard for Resources at Appendix B confirms that 5 of these 15 KBMs show an improved trajectory of achievement since 2014/15. These are: the amount of cash return on invested capital, the availability of IT key systems to users, positive employee engagement, staff sickness levels and the number of legal challenges/adverse judgements.

- 2.29 The only significant changes since quarter 1 are to increases in digital assistance which is forecasting an under-achievement at 16% against its yearly target of 20%. However, the Authority's Digital by Default/Customer Service Strategy is assessed through this KBM and through the performance of the percentage of on-line transactions and this KBM is on track to meet its yearly target.

Management of HR and Risk

- 2.30 The successful delivery of the One Organisational Plan is dependent on the staff that work for the County Council to deliver it and our ability to manage and respond to risks.
- 2.31 Managing absence remains a priority for WCC both in terms of the number of working days lost and the impact this has on our ability to deliver services as well as the financial cost of sickness to the organisation. Sickness absence shows a slight increase from 9.60 days sick per FTE at quarter 1 to 9.75 at quarter 2. The Authority continues to actively manage this through its revised policy and procedures.

2.32 Headcount stands at 5119, a reduction of 25 since 31st March 2017. Staff turnover is at 16% and within the forecast for the year.

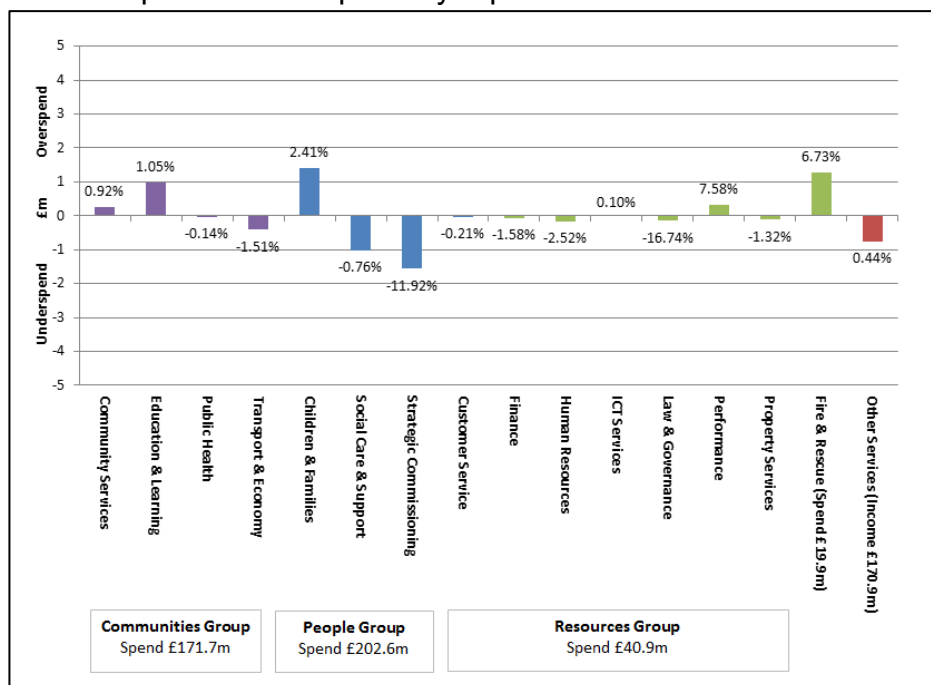
2.33 Our Age Profile remains stable, with an average age of 45.5. Efforts to increase the younger representation of the workforce continue with the Apprenticeship programme.

3.0 Financial Commentary

3.1 Revenue Budget

3.1.1 The approved net revenue budget for 2017/18 is £264.383 million. Against this, at Quarter 2, an under-spend of £0.045 million or 0.02% is forecast overall for the whole Authority. The agreed tolerance for underspends is 2% which means the overall forecast is within this tolerance level.

3.1.2 The chart below shows the forecast position for each Business Unit. It shows both the absolute under/overspends for each Business Unit as well as those which are outside of the tolerances agreed for reporting purposes of no overspend or a less than 2% underspend. To supplement the assessment of financial performance against these tolerance levels, monthly forecasting reports are considered by Group Leadership Teams and forecasting is a standing item at all Corporate Board meetings to allow issues of concern to be escalated quickly. Any issues raised through this process are reported to Members as part of these quarterly reports.



3.1.3 At Quarter 2, six Business Units are forecasting they will overspend and three are forecasting underspends greater than the -2% tolerance agreed; the remaining seven have underspends within the agreed tolerance level. Where an overspend is being forecast, the Business Units or Groups have sufficient

reserves to meet any residual overspend. **Appendix A** outlines the reasons for all variations in budget.

3.1.4 The overall revenue position of the authority is favourable. Any overspends are planned to be funded from reserves in the short term. Additionally, good progress is being made towards delivering the new savings plan, any savings which are falling short of delivery are being managed by Business Units and actions are in place to either find alternative savings or services are working to deliver the required savings in future years.

3.2 Reserves

3.2.1 Business Units are seeking members' approval to draw down £0.469 million from reserves to support the delivery of their plans in the current year. The specific proposals members are asked to approve are:

Community Services (£0.030 million)

- Drawdown to fund the replacement of test fuels for the calibration of bulk fuel meters within the trading standards service.

Performance (£0.439 million)

- Drawdown from the Resources Transformation Fund set aside to fund work to support transformation activity both across the Council and within the Resources Group in the short to medium term.

3.2.2. The authority currently holds reserves of £125.188 million. The proposed movement from reserves of £0.469 million combined with the effect of the forecast outturn underspend of £0.045 million would mean total reserves of £124.764 million are forecast for the end of the financial year.

3.2.3. Of this funding over half is held for specific purposes and cannot be used to support the budget more generally. The remaining reserves are held to manage known financial risks or to cash-flow timing differences between when spend is incurred and savings are delivered. Financially this continues to place us in a healthy position as we face the challenge of the new plan through to 2020.

3.3. Delivery of the 2017-20 Savings Plan

3.3.1. Four Business Units; Transport & Economy, Children and Families, Social Care and Support and Customer Services are presently forecasting that they will not meet their 2017/18 savings targets, with the overall shortfall expected to be £1.433 million.

3.3.2 For Transport & Economy there is a shortfall of £0.108 million in the savings from the review of the Regeneration function. Due to the elections in May, there was a delay in the decision making process for this particular savings area. This has meant that the implementation process has also been delayed and will prevent the full saving being made in year. Any resulting overspend at

the end of the year will, if necessary, be met from the Business Unit's reserves.

- 3.3.3. Within Children and Families the forecast shortfall in the delivery of savings for 2017/18 is £0.636 million. This has increased from the Quarter 1 shortfall of £0.176 million. This is partly due to a lack of sufficient foster carers in the summer which has led to an increase in the use of residential placements and reflects a national issue. Work is being undertaken to address the future delivery of these savings. Contained within the commissioning of services savings targets was £100,000 planned to come through the Bright Care contract, this saving will now not be delivered in 2017/18 as the contract award is not expected to be awarded until January 2018 with admissions from April 2018
- 3.3.4 Within Social Care and Support, forecast savings are £4.706 million against the target of £5.343 million. Achieving a reduction in expenditure in transport continues to be an area where there is unlikely to be delivery. This continues to be a cross cutting issue and is the subject of discussion across service areas. Overall the 2017/18 savings within the business unit do not present an issue to the overall bottom line budget. This is due to other efficiencies achieved and unexpected income from the supplementary improved Better Care Fund grant. However, in subsequent financial years this delay in the achievement of efficiencies may start to present a challenge, especially if the 'redesign' doesn't achieve the expected savings, or if increased demand utilises the capacity created.
- 3.3.5 Within Customer Services the Registration Service is not fully achieving its increased income target, resulting in a savings shortfall of £0.052 million; this is being managed within the Business Unit with a marketing plan in place to generate additional income for the service.
- 3.3.6. Monitoring of the delivery of the savings plan will continue to be a key part of the One Organisational Plan Quarterly Progress Reports to ensure Member oversight of progress is retained as the delivery of the savings plan has an impact not only on the current year's outturn but also on the budget for future years.

3.4 Capital Programme

- 3.4.1. The total forecasted level of planned capital spend is £112.760 million in 2017/18, with a further £137.430 million of payments over the medium term. In addition, the remaining Capital Investment Fund (CIF) allocation is £30.980 million for 2017/18 with a further £14.955 million over the medium term.

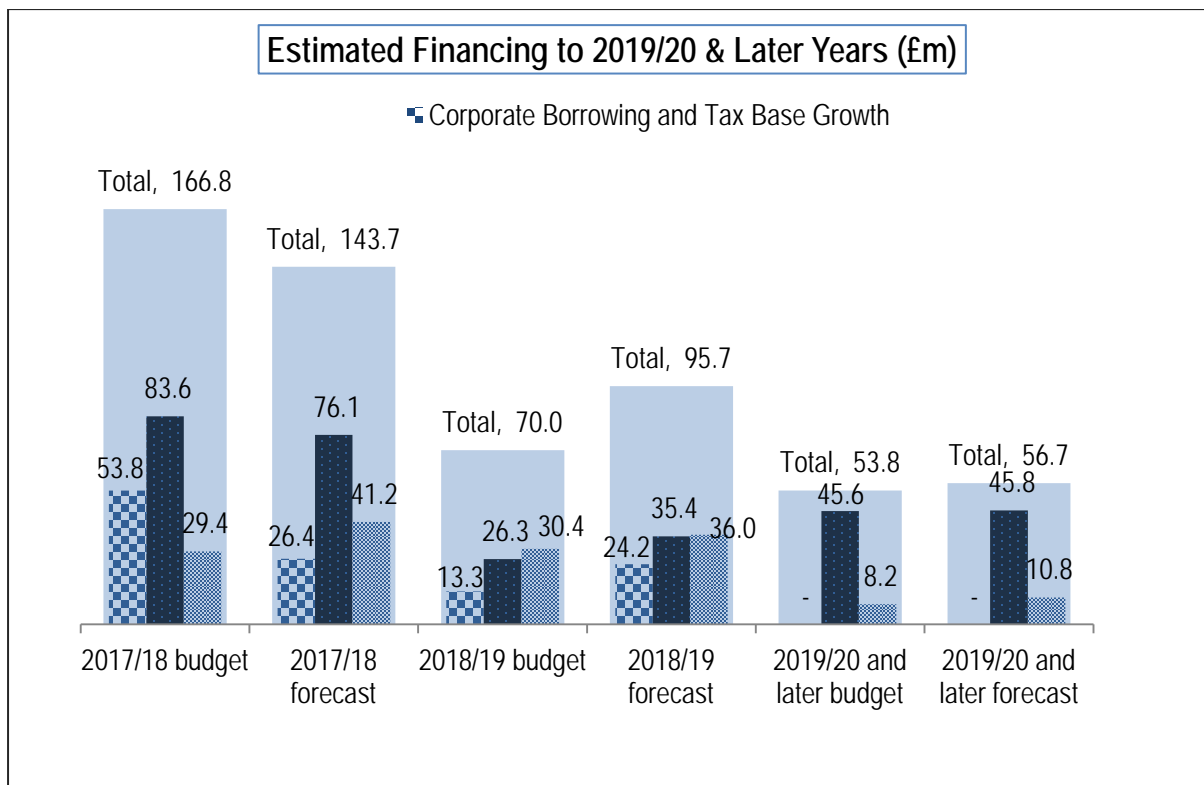
Two recent allocations have been made from the CIF, details of which can be found in the Cabinet report dated 10th October 2017. The two allocations total £2.3 million and will be reported as part of the Quarter 3 capital programme,

thus reducing the CIF by this amount in Quarter 3. There will also be a small reallocation of CIF funds so that £7.5 million is available in 2018-19 and 2019-20.

The level of forecast capital spends for 2017/18 at Quarter 1 was £125.179 million. At Quarter 2 this figure has reduced to £112.760, a reduction of £12.419 million. The £112.760 million forecasted spend plus the remaining Capital Investment Fund allocation of £30.980 million makes up the total 2017/18 forecast figure of £143.740 million within the graph and table at 3.4.5.

- 3.4.2. Managers' forecasts indicate that £14.349 million (11%) of the planned spend for 2017/18 is now expected to slip into future years. However there has also been an increase in newly approved capital schemes for 2017/18 of £1.929 million resulting in the overall decrease to the programme for 2017/18 of £12.419 million.
- 3.4.3. The main reasons for the £14.349 million slippage in the quarter compared to the approved budget are:
- Education and Learning – The slippage of £2.526 million mainly relates to two significant schemes: Long Lawford Primary (£1.525 million) where construction has been delayed by the time needed to discharge planning conditions, and Water Orton Primary (£1.0 million) due to legal delays in transferring land from HS2.
 - Transport and Economy – £10.781 million of slippage which relates to a number of schemes. The details are as follows; £1.8m A444 Coton Arches, where the tender process was delayed due to awaiting information from utilities, and £3.4m A46 Stanks Island pending the completion of negotiations with landowners and Highways England. Most of the remainder of the slippage relates to developer funded schemes the full details of which can be found in the supporting annexes.
 - Fire and Rescue - £0.750 million of slippage is due to slower than expected progress on the new training centre due to archaeological and ecological surveys being necessary in order to obtain planning permission.
- 3.4.4. Slippage in the capital programme means the benefits expected from the capital investment are delayed. To maintain the organisation's focus on the timely delivery of the capital programme, in addition to this quarterly report, a separate briefing on the slippage in major capital projects is reported every six months to the Resources and Fire and Rescue Overview and Scrutiny Committee.
- 3.4.5. As well as approving the revised spending in the capital programme, the County Council must also ensure it has sufficient funding available to meet its capital payments in each financial year. The chart and the table below show how the planned and forecast capital expenditure is to be financed. These

figures include the remaining Capital Investment Fund allocation of £45.935 million.



	2017/18 budget	2017/18 forecast	2018/19 budget	2018/19 forecast	2019/20 and later budget	2019/20 and later forecast
	£000	£000	£000	£000	£000	£000
Total	166,831	143,740	69,973	95,692	53,837	56,693
Corporate Borrowing	53,835	26,353	13,298	24,236	0	0
Self Financed Borrowing	1,696	1,896	3,600	3,600	2,625	2,625
Grants and Contributions	83,596	76,136	26,281	35,392	45,573	45,846
Capital Receipts	23,044	33,532	26,478	32,148	5,590	8,143
Revenue	4,661	5,824	316	316	49	79

3.4.6. Financial Regulations require Cabinet to approve changes to schemes where the figures have a variance of more than 5% or are greater than £25,000 on any individual scheme. These schemes are included in all tables and figures within this report and are identified in the background documentation, with reasons for the variations provided. All of these changes are fully funded and do not require any additional use of corporate capital resources. However, the variation in one scheme and the proposals for funding the shortfall does require Member approval. This is in relation to Old Shire Hall and is detailed in paragraph 3.4.7

3.4.7 Over the last month there has been a review of the scope and scale of work needed to make Old Shire Hall (OSH) a commercially competitive events venue. In February 2012 approval was given for £750,000 renovation works appropriate to the venue. Since then licencing and planning applications have been made and rooms renovated in sympathy with the style of the building. The costs of establishing the venue have increased due to conditions and

restrictions of listed building status and ensuring compliance with the licence and planning requirements. Additional improvements have also been identified to provide flexibility and increased scope to the venue going forward including:

- Changing the kitchen from a facility capable of producing lunch buffets and the occasional dining event to a facility that has the capacity to provide a fine dining experience for large numbers on a regular basis.
- Improvements to toilet facilities which are currently inadequate for large events and which has resulted in potential bookings being lost.

The total additional estimated cost of all additional work is £935,900. The changes to the scope of works are to be financed via contributions from uncommitted capital maintenance schemes and revenue monies within Property Services (£615,900) and utilising funding previously approved for improving the customer experience (£320,000) within the Customer Services Business Unit. Cabinet are asked to approve the increase in the scheme cost of £935,900 and the proposals for how this increased cost should be funded.

4. Background Papers

4.1. Annexes A-P (the detailed returns from each Business Unit of their Quarter 1 position) and Annex R (the detailed information on all Key Business Measures). Appendix A and B. This information is available on the Council's website and hard copies of the information have also been placed in the Group rooms.

4.2. The information is also available electronically via the Member Dashboard.

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Appendix A

Part 1: OOP 2020 Outcomes: Mid Year Highlights

Outcome 1: Warwickshire's communities are supported to be safe, healthy and independent

Reduction in No. of Children Looked After (excl. UASC)	Target	605	No. of permanent admissions of older people (65+) to residential and nursing care homes, per 100,000 population	Target	528
	Actual	629		Actual	289
	Forecast	605 (G)		Forecast	528 (G)
Teenage Conception rate per 1,000 population	Target	22.8	% offenders who reoffend (youth)	Target	21
	Actual	19.5		Actual	27.4
	Forecast	19.5 (G)		Forecast	27.4 (R)
No. of people killed or seriously injured (KSI) on our roads	Target	314	No. of incidents attended by WFRS	Target	3,013
	Actual	74		Actual	1,752
	Forecast	343 (R)		Forecast	3,200 (R)

Outcome 2: Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure

Warwickshire Employment rate (aim is higher)	Target	76	% household waste re-used, recycled and composted	Target	54
	Actual	77		Actual	55.3
	Forecast	76 (G)		Forecast	53.81 (A)
% vulnerable children and those with SEND educated in out of County provision	Target	9.9	% completion of infrastructure improvements programmed for the current financial year	Target	60
	Actual	8.6		Actual	20
	Forecast	9.9 (G)		Forecast	60 (G)

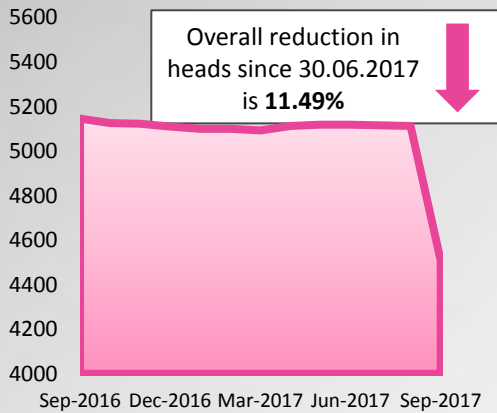
Outcome 3: WCC makes the best use of available resources

No. of visits to Libraries (per population)	Target	2.8	No. of complaints upheld by the Ombudsman	Target	10
	Actual	1.33		Actual	4
	Forecast	2.66 (R)		Forecast	8(G)
Availability of IT key systems through core infrastructure to users	Target	99%	Call abandonment rate	Target	5%
	Actual	100%		Actual	3.2%
	Forecast	100% (G)		Forecast	5% (G)

Appendix A

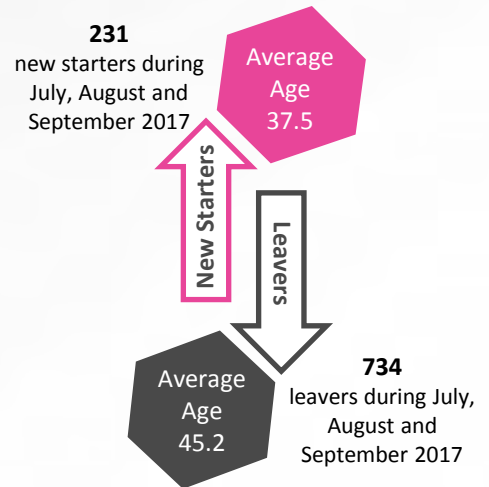
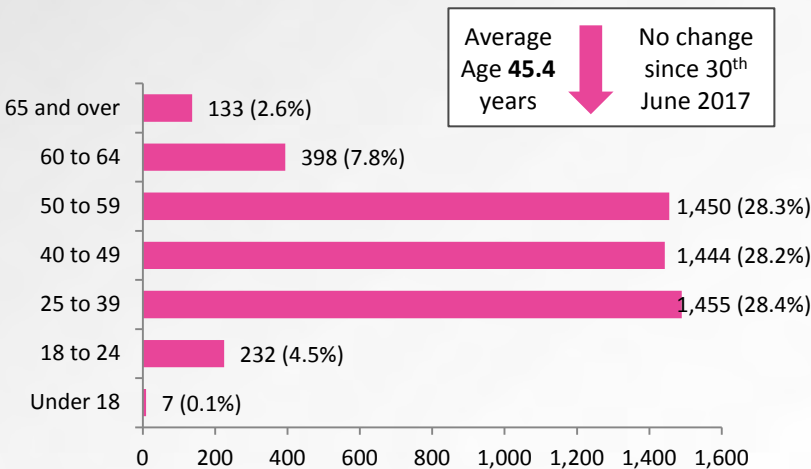
Part 2: Headline HR Information

Number of Employees



	Mid Year 2016/17	Qtr 3 2016/17	Year End 2016/17	Qtr 1 2017/18	Mid Year 2017/18
Head Count	5,147	5,111	5,094	5,119	5,119
Full Time Equivalents	4,037.6	4,015.5	4,012.8	4,024	4,024
Whole Time Equivalents	3,969.2	3,951.1	3,942.6	3,953.7	3,953.7
Number of Posts	5,428	5,393	5,364	5,381	5,381

Age Profile of Our Workforce at 30th September 2017

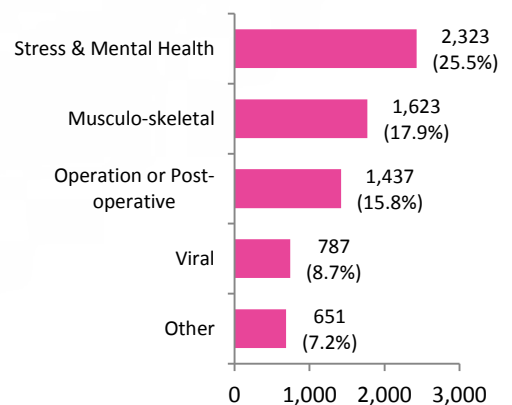


Sickness Headline Statistics Rolling Year 30.09.17



Sickness absence days	Qtr 2 2016/17	Qtr 3 2016/17	Year End 2016/17	Qtr 1 2017/18	Qtr 2 2017/18
Days lost through sickness	8,581.70	10,623.50	39,855.70	9,092.70	9,141.4
Of which Short-term	3,578.57 (41.7%)	4,833.1 (45.5%)	17,199.7 (43.2%)	3,373.4 (37.1%)	3,382.3 (37%)
Of which Long-term	5,003.13 (58.3%)	5,799.4 (54.5%)	22,656.1 (56.8%)	5,719.3 (62.9%)	5,759.1 (63%)

Top Five Reasons for Absence (days lost)



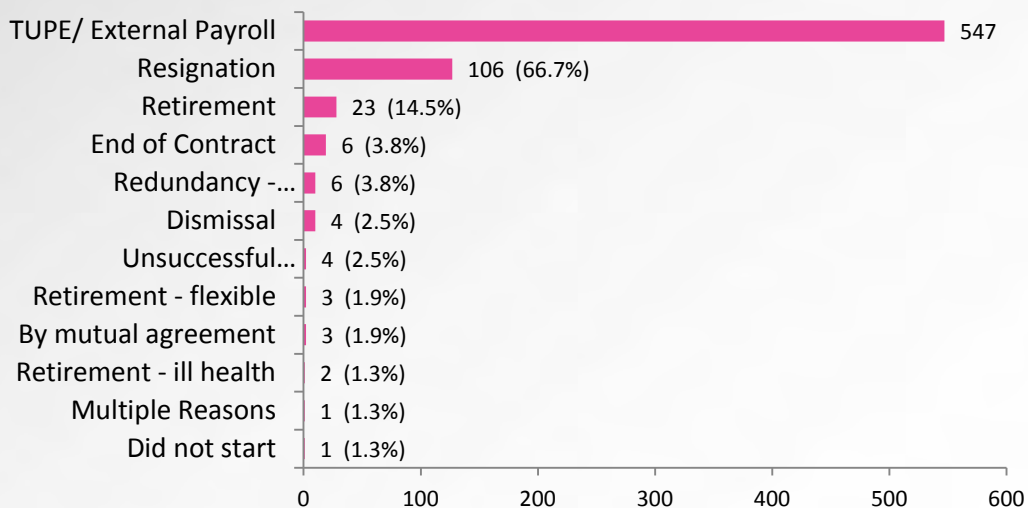
Appendix A

Part 2: Headline HR Information

Turnover of Workforce 1st July – 30th September 2017

	New Starters	Leaver	% Turnover	Overall Turnover (Heads)
Heads	231	734	16.3	16.28%
Full Time Equivalents	175.3	361.6	9.6	
Posts	208	750	15.8	

Number of posts by the reasons for leaving



Comments & Actions

Headcount. There is a significant reduction in the headcount this quarter due to the transfer out of over 500 staff that formed the Education Catering Service. This leaves the county council with a headcount of 4508, which is a total reduction of 611 posts (11.94%) since quarter one. Clearly reduction has significantly impacted upon the turnover with the rate increasing from 3.03% to 16.28%. TUPE transfers account for 73% of the leavers this quarter.

Age Profile. The age profile remains stable with an average age of 45.4. Efforts to increase the numbers of younger workers continues with the apprenticeship programme supporting over 40 apprentices across the Council.

Absence

Early reporting suggests that there has been a marginal increase in the absence levels this quarter with the figure for the rolling 12 months being 9.90 days per FTE. Absence and wellbeing continues to be a priority for the Council and this month sees the launch of the revised absence management policy.

Appendix A

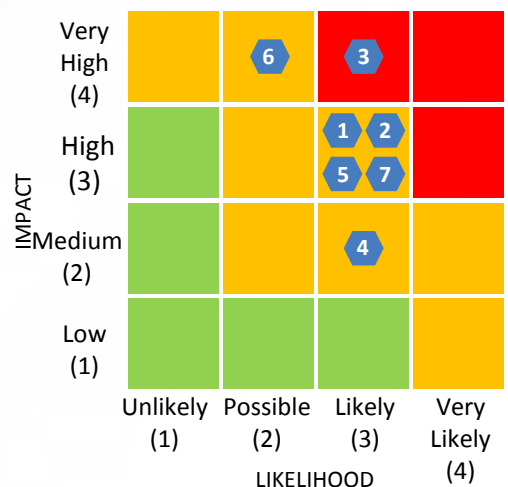
Part 3: Strategic Risk Information

Risk - "an uncertain event that, should it occur, will have an effect on the Council's objectives and/or reputation". It is the combination of the probability of an event (likelihood) and its effect (impact).

	Risk Description	Gross Risk Level	Net Risk Level
1	Government policies, new legislation, austerity measures and demographic pressures present challenges on service delivery		
2	Continuing pressure on Adult Services and Health		
3	Failure to adequately safeguard Children and Vulnerable Adults		
4	Failure to maintain the security of personal or protected data		
5	The security and integrity of our systems are disputed as a result of cybercrime		
6	Inability to secure economic growth in Warwickshire		
7	Inability to keep out communities safe from harm		
8	Overall risk assessment		

Commentary – Action to reduce the likelihood and impact of net red risks:

Significant risks continue to be actively managed by Corporate Board through regular reviews of the Corporate Risk Register.



One Organisational Plan: Use of Financial Resources

Quarter 2 2017/18 - July 2017 to September 2017

Revenue Position by Business Unit

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Community Services	26,338	26,580	242 0.92% Overspent	(872)	(630)

There are a mixture of overspends and underspends across the business unit. Remedial action will be taken to reduce the net overspend position, however the forecast overspend within Waste Management is still expected to be significant.

Education & Learning	93,741	94,721	980 1.05% Overspent	(37)	943
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OOPs savings are on track this year. Due to overspend elsewhere in the Education and Learning budget, work is planned to address the required OOPs savings in 2018/19.

Public Health	23,721	23,687	(34) 0.14% Underspent	(1,049)	(1,083)
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At this stage of the year our plans for redesign and reprocurement of two key services with significant OOP2020 reductions are progressing and went out to tender at the end of September. The risks to achieving the Health Visiting/Family Nurse Practitioner and the Drug and Alcohol savings are significant and remain dependent on the market response. The results from the invitation to tender and whether we receive any viable bids will provide a better indication of the level of risks and whether we can achieve the required savings levels.

Transport & Economy	27,154	26,745	(409) 1.51% Underspent	(6,170)	(6,579)
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Sustained increases in income from business centre occupancy and from network management are the main reasons for the current forecast underspend

Total Communities Group	170,954	171,733	779 0.46% Overspent	(8,128)	(7,349)
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Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000	%	Retained Reserves £'000	Financial Standing £'000
Children & Families	57,688	59,080	1,392	2.41% Overspent	(1,649)	(257)

It has taken a longer lead-time than anticipated for the in-house fostering recruitment campaign to gain traction. We are therefore using a higher number of external agencies and there is a lower than anticipated number of internal foster placements. This has been mitigated by a lower use of residential care than anticipated. However this mitigation is going to be less effective going forward as a placement crisis in the Summer has led to an increase in the use of residential placements by six which will have a significant negative impact. This reflects a national issue.

Social Care & Support	133,034	132,023	(1,011)	0.76% Underspent	(8,319)	(9,330)
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Work has started on a number of streams of work which form the delivery of the adult social care transformation on a sustainable and recurrent basis. This work will start to address the underlying pressures generated by growing demand and increases in the cost of care across all areas of the business unit, with their impact being felt towards the end of the financial year and in subsequent years. The one off additional monies from central government have been well received and over this year they have been built into either one off 'transformational' activity and /or basis line expenditure. This includes developing preventative measures, which support the overall council One Organisational Plan.

Strategic Commissioning	13,034	11,480	(1,554)	11.92% Underspent	(3,836)	(5,390)
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Strategic Commissioning:

The current forecast for the Strategic Commissioning Business Unit highlights there are no major un-addressed risks. The Business unit is forecasting an under-spend due to staff vacancies and/or planned early delivery of savings.

PPA:

These are the residual budgets that are awaiting discussion / agreement as to where they are transferred to. These budgets support People wide recharges for Resources Services as well as distinct projects (i.e. Mosaic). There are no major financial issues with these budgets

Total People Group	203,756	202,583	(1,173)	0.58% Underspent	(17,782)*	(18,955)
Customer Service	8,549	8,531	(18)	0.21% Underspent	(972)	(990)

The Registration Service has a target to deliver an additional £100,000 income this year as part of the agreed savings plan - this will be a challenge and the Service is taking every opportunity to continue to market the service to attract more customers to get married in Warwickshire.

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Finance	3,617	3,560	(57) 1.58% Underspent	(694)	(751)

There are a relatively small number of underspends and overspends, due to one-off Finance Transformation work, procurement rebates and the need for further work on supporting the Pension Fund, but overall the Business Unit is forecast - all other things being equal - to deliver an overall small underspend within the tolerance levels set. In addition, a number of vacancies have recently been filled, bringing the service back up to establishment levels.

Human Resources & Organisational Development	6,123	5,969	(154) 2.52% Underspent	(722)	(876)
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The underspend is primarily a combination of making OOP savings required for future years early and staff vacancies which we haven't been able to fill as quickly as we would have liked. Staff turnover and recruitment remains an issue which could further impact on final outturn. We are however reprioritising resources to provide additional support and capacity to deliver the Your HR project.

ICT Services	9,136	9,145	9 0.10% Overspent	(216)	(207)
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By agreement with Corporate Board, the £27,000 Corporate ICT Development underspend will be reinvested in further corporate projects. Taking this into account, the position of the Business Unit will be £36,000 overspent. This is due to the forecast shortfall in the WES surplus target of £156,000. Any further underspend in the service during the year will be used to address this shortfall.

Law & Governance	878	731	(147) 16.74% Underspent	(20)	(167)
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Overall Law & Governance is ahead of target.

- Schools variance is known and action is being taken to increase revenue.
- Legal Services external income is above budget, with costs contained, leading to increased surplus.
- Legal Core is forecast to exceed budget by £46,000. Due to the legal work being supported, it is likely that this budget will be exceeded for 2017/18.
- If the audio/web streaming system for the Council Chamber/Committee Room 2 is progressed then Law & Governance surplus is likely to be reduced.

Performance	4,221	4,541	320 7.58% Overspent	0	320
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Delivery of transformation both across the Council and within the Resources Group in the short to medium term predicated on the use of transformation funds to cover fixed term and agency staff to fill resource gap and that suitable skill sets are available in the market place.

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000	%	Retained Reserves £'000	Financial Standing £'000
Property Services	8,570	8,457	(113)	1.32% Underspent	(301)	(414)

It has been assumed that underspends in Facilities Management can be used to meet rising landlord costs from the works to Old Shire Hall. First round of redundancy costs from June have been met by the Property Services General budget. Second round of redundancies have been applied to the Redundancy Fund. Estates and Smallholdings and Asset Strategy teams are undergoing an amalgamation and rationing of posts which reflects the current underspends due to salary turnover.

Total Resources Group	41,094	40,934	(160)	0.39% Underspent	(6,961)*	(7,121)
Fire & Rescue	18,717	19,977	1,260	6.73% Overspent	(2,737)	(1,477)

Since the first quarter there is an increase in the total over spend of £177,000 this is primarily in three areas. Firstly the operational response forecast has increased by £203,000 due to the continued use of a business continuity pool to maintain operational availability resulting from staff vacancies and sickness. This is anticipated to reduce significantly in Quarter 3 as the Service sees the introduction of new recruits into its establishment. Also factored in at this stage is the potential 2% pay rise for staff which is calculated at £90,000. Secondly, the Training & Development forecast has increased by £219,000 due to the associated costs of training the new recruits and the additional capacity required within the training team to deliver the necessary operational courses. Thirdly, the Service Improvement forecast for business transformation and projects has increased by £136,000 as a result of additional temporary posts required to progress projects to completion and it is anticipated that these will reduce over the remainder of the year. These overspends are mitigated by a forecasted reduction in five areas and the Service will continue to review its financial position at Quarter 3 when it has additional forecasting information. At that time it will take a view on how much funding it will seek to draw down from reserves to meet these planned costs.

Other Services	(170,138)	(170,889)	(751)	0.44% Underspent	(89,580)	(90,331)
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The underspend is primarily due to additional grant income. Any underspend in Other Services will be allocated to General Reserves at the end of the year and will be available to support future years budget allocations.

Total Whole Authority	264,383	264,338	(45)	0.02% Underspent	(125,188)	(125,233)
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Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000	%	Retained Reserves £'000	Financial Standing £'000
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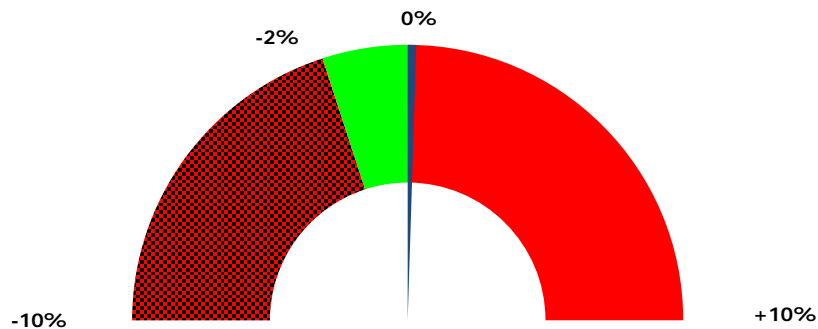
Notes

All positive revenue variances (i.e. overspends) are shown as a solid Red. Also if a negative revenue variance represents an underspending of more than 2%, which is outside of the corporate tolerance, then it is also shown as Patterned Red. All other underspends are shown as Green.

Financial Standing is the level of reserves a business unit is forecast to have at the end of the financial year. Any overdrawn position is shown as Red.

- * People Group and Resources Group have retained reserves which are held at the Group level and are drawn down by services periodically to fund new initiatives and invest to save schemes. This is why the total is different to the sum of the individual business unit positions.

Revenue Variance for the Whole Authority



One Organisational Plan: Use of Financial Resources: Quarter 2 July 2017 - September 2017
Savings Plan Position by Business Unit

Service	2017/18 Target £'000	2017/18 Actual to Date £'000	2017/18 Forecast Outturn £'000	Comments	2017-20 Implementation Status
Community Services	1,454	735	1,454	Whilst there is a high level of confidence in the delivery of agreed Business Unit savings within 2017/18, there are, as previously reported additional significant cost pressures arising within Waste Management due primarily to the increased cost of dealing with green waste and pressures within Heritage and Environment offset by underspends in Community Safety and Localities.	G
Education & Learning	1,249	1,249	1,249	While 8 of the 9 savings proposals are either achieved or on track, the Home to School Transport savings for 2018/19 have been delayed by one financial year due to the General Election, and depend on all proposals being agreed by Cabinet in January. Hence the amber rating. Please note that although the OOPs savings are largely on track, service budgets are likely to overspend significantly, and reserves are overspent. Actions are being taken to address this.	A
Public Health	2,534	1,267	2,534	Savings targets for this year are being supported from reserves on a one-off basis. The Public Health Grant Ring-fence has been extended to 2018/19 which may mean there is a need to reconsider phasing of targets as part of the 2018/19 OOP refresh. An application has been submitted to COLT to support this option.	A
Transport & Economy	2,804	2,043	2,696	There is a delay in the delivery of two of the 2017/18 savings lines (regeneration and parking), these delays can be absorbed by the Business Unit on a short term basis and met in full for 2018/19.	A
Total Communities Group	8,041	5,294	7,933		
Children & Families	2,289	1,240	1,653	<p>There are pressures on external placement costs. Although the strategy to reduce the number of Children Looked After is on track, it has taken a longer lead in time for internal foster care recruitment to gain traction. We are therefore using less internal foster placements and greater external than profiled.</p> <p>Of savings marked red for savings delivery. Within these are:</p> <ul style="list-style-type: none"> - Residential savings previously forecasted to be achieved have been reversed with several new children having to be placed in Residential placements. - S17, the planned reduction in support for families at risk: there is an overspend reflecting an increase in demand on No Recourse to Public Funds: legal advice is that there is limited action that may be taken to reduce this overspend. - Cost pressures associated with court ordered contact. Internal audit has identified an over payment in the costs of court ordered contact and steps are being taken to recover - Planned savings of £25,000 from regional adoption agency. There is cost pressure on the service as the result of the national mandatory move towards RAAs and the impact of the cost base of our regional LA partners and the loss of the "hard to place" grant. Measures to mitigate this are being put in place. Service not planned to Go Live until the end of Q4 delaying the projected savings 	A
Social Care & Support	5,343	3,591	4,706	Overall the 2017/18 savings within the business unit do not present an issue to the overall bottom line budget. This is due to other efficiencies achieved and unexpected income from the supplementary iBCF. However, in subsequent financial years this delay in the achievement of efficiencies may start to present a challenge, especially if the 'redesign' doesn't achieve the expected savings, or that increased demand utilises the capacity created. Achieving a reduction in expenditure in transport continues to be an area where there is unlikely to be delivery. This continues to be a cross cutting issue and is the subject of discussion across the service areas.	A
Strategic Commissioning	2,737	2,502	2,737	All relevant restructuring to achieve 17/18 savings are delivered. All Commissioned Services have been redesigned and delivered eg: housing related support/advocacy services to achieve savings. Plans in place to achieve current savings targets for 18/19 and 19/20.	G
Total People Group	10,369	7,333	9,096		

Key
 If a business unit's savings are forecast to be fully delivered in year it is shown as Green.
 If savings are forecast to be less than 90% delivered it is shown as Red.
 If savings are forecast to be more than 90% delivered but not fully delivered it is shown as Amber.
 The "Implementation Status" RAG rating relates to the whole of the 2017-20 savings plan.

Service	2017/18 Target £'000	2017/18 Actual to Date £'000	2017/18 Forecast Outturn £'000	Comments	2017-20 Implementation Status
Customer Service	356	304	304	The Registration Service is currently not meeting its income target. There is a marketing plan in place to generate additional income.	A
Finance	624	624	624	Detailed plans are in place for 2017/18 savings. There is more work to do on identifying £160,000 of savings by 2019/20 (so 20% of the overall target), but confidence is high that this relatively small amount will be achieved by the end of OOP2020.	G
Human Resources & Organisational Development	313	313	313	2017/18 savings have been delivered. There are plans in place for 2018/19 savings. The majority of 2019/20 savings are linked to Your HR Project which is progressing to plan.	G
ICT Services	1,102	1,049	1,102	2017/18 savings have been delivered subject to discussions on Head of Service savings. Will be working on 2018/19 delivery assessment over next few months.	G
Law & Governance	65	65	65	2017/18 savings will be delivered through increased external legal trading and savings in the audit service. Future savings are in the same service areas with plans in place for delivery.	G
Performance	90	90	90	2017/18 savings have been delivered. There are plans in place for the delivery of 2018/19 savings which will be finalised in the Autumn.	G
Property Services	2,157	857	2,157	There is a significant reliance on the delivery of capital receipts from surplus assets. As part of the OOP2020 Refresh the 3 year programme of receipts has been reviewed to ensure that there is sufficient value of receipts in each year to achieve the savings targets. Project resources continue to manage according to anticipated programme milestones but it remains that securing timely consents and good market offers are a risk. In addition, other savings from other parts of the service are also being considered as an alternative means of achieving the target.	A
Total Resources Group	4,707	3,302	4,655		
Fire & Rescue	368	368	368	<p>Confidence levels to deliver the £300,000 saving from the joint control project continues to be limited. Discussions with Northamptonshire Officers continue and we are waiting to hear further clarification of the Northants PCC position.</p> <p>Confidence levels to deliver the £2,000,000 savings from merger/alliance/commissioning has decreased from limited to low as further discussions appear to support the lack of any opportunities. On both savings issues, more detailed discussions are taking place between Service and Finance Officers on alternative options with further information planned to be presented at Corporate Board in November.</p>	R
Other Services	8,450	8,450	8,450	All savings have been delivered, the only matter waiting to be resolved is the proportion of Heads of Service savings to be taken to meet the management restructure target.	G
Total Whole Authority	31,935	24,747	30,502		

One Organisational Plan: Use of Financial Resources - Quarter 2 (April 2017 to September 2017)
Capital spend position and slippage by Business Unit

Business Unit	Approved budget for all current and future years (£'000)	Slippage from 2017/18 into Future Years (£'000)	Slippage from 2017/18 into Future Years %	Current quarter - new approved funding / schemes (£'000)	All Current and Future Years Forecast (£'000)	Comments
Children & Families	389	0	0%	0	389	
Community Services	1,404	(27)	-4%	50	1,454	
Customer Service	3,416	65	14%	(320)	3,096	Transfer of £319k to Property Services for Old Shire Hall.
Education & Learning	30,460	(2,526)	-12%	(68)	30,391	There is slippage of £1.525m on Long Lawford Primary school due to planning delays. In addition to this there is £1m slippage on the new primary school at Water Orton has been delayed due to legal issues around the transfer of land from HS2 to WCC.
Fire & Rescue	9,641	(750)	-19%	3,110	12,752	Delays in planning permission on the new training centre have resulted in the construction start date being revised to April 2018. This accounts for the £750k slippage.
Information Assets	26,847	(31)	0%	587	27,433	

Business Unit	Approved budget for all current and future years (£'000)	Slippage from 2017/18 into Future Years (£'000)	Slippage from 2017/18 into Future Years %	Current quarter - new approved funding / schemes (£'000)	All Current and Future Years Forecast (£'000)	Comments
Property Services	34,890	0	0%	551	35,441	
Professional Practice & Assurance	2,323	0	0%	(2,323)	0	All Professional Practice & Assurance projects have been transferred to Strategic Commissioning
Public Health	24	0	0%	0	24	
Social Care & Support (Adults)	3,350	(300)	-86%	0	3,350	The slippage of £300k is due to emerging transformation deliverables
Strategic Commissioning	4,886	1	0%	2,062	6,948	Transfer into Strategic Commissioning of Professional Practice & Assurance Project which has also slipped and reduced by £260k
Transport & Economy	116,404	(10,781)	-15%	12,508	128,912	£7.185m of the slippage relates to developer schemes. £1.8m A444 Coton Arches, £3.5m A46 Stanks Island.

Q2 Total WCC	All Years Budget		New Schemes all years	All Years Forecast
Total WCC All Years Capital Programme (£000)	234,034		16,157	250,190

Q2 17-18 Capital Programme	17-18 Budget	17-18 Slippage £000	17-18 Slippage %	New 17-18 Schemes	New 17-18 Forecast
Total 2017/18 Capital Programme (£,000)	125,180	(14,349)	-11%	1,929	112,760

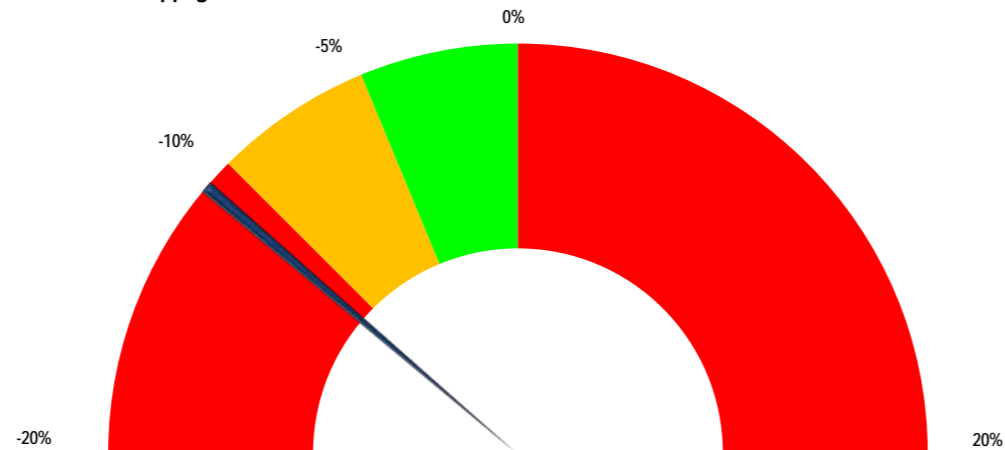
17-18 Capital Programme	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Cumulative Slippage for 2017/18	(18,246)	(14,349)		

Key

In the current forecast the following tolerances have been used to identify slippage from 2017/18 into future years:

- ~ 0% to 5% underspend/slippage is shown as Green
- ~ 5% to 10% underspend/slippage is shown as Amber
- ~ over 10% underspend/slippage is shown as Red
- ~ any overspend is shown as Red

Slippage from 2017/18 into Future Years - Total for all Business Units



One Organisational Plan KBM Scorecard 2017/18

Children are Safe

Commentary:

This scorecard provides longer term trend and comparative data, where available, for the Key Business Measures relevant to this policy area.

The key Outcomes being pursued for this policy area are to ensure that:

- Fewer Children need to come into or stay in care
- Children's needs do not escalate and become complicated & expensive
- Children are in good quality placements that deliver value for money

KBM trend data:

Measure	2017/18 Forecast (target)	Trends
Journey of the child – right intervention at right time		
No. of early help assessments initiated	1000 (1,000)	
No. of Child Protection Plans in place	490 (443)	
No. of Children Looked After (CLA) – excluding UASC	605 (605)	
% of Children Looked After (exc UASC) that left care via an Adoption, Special Guardianship or Children Arrangement Orders	34% (34%)	
Placement mix		
No. of children placed in residential care at 31 st March (excluding UASC)	26 (26)	
No. of children in care in internal foster care (excluding UASC)	342 (360)	
No. of children in care in external foster care (excluding UASC)	111 (106)	
Corporate Parenting		
No. of average caseload per FTE social worker	15 (15)	
No. of average caseload per FTE for the Independent Reviewing Officer Service	115 (110)	
% of CLA aged under 16 who have been looked after continuously for at least 2.5 years, who were living in the same placement for at least 2 years, or are placed for adoption	60 (62)	

% of Care Leavers aged 19-21 (NEET)

25 (25)

Trend data not available

How Do we Compare?

Measure	2017/18 Forecast	2016/17			2015/16		
		W'shre	SN*	Nat*	W'shre	SN*	Nat*
No. of early help assessments initiated	No comparative data available due to different definitions of Early Help						
Rate of 'Child Protection Plans per 10,000'	43.3	38.8	tbc ¹	tbc ¹	40.0	39.4	43.1
Children Looked After-rate per 10,000- (excluding UASC)	53.5	62	56	62	68.1	53.2	60
% of children who ceased to be looked after who were adopted		21.8%	tbc ¹	tbc ¹	17.3%	16.3%	15%
% of LAC placed in Residential provision		3.7%	n/a	12.4%	5.2%	n/a	12%
% of LAC placed in Internal foster care provision		52.7%	n/a	48.9%	50.5%	n/a	49.2%
% of LAC placed in external foster care provision		23.2%	n/a	24.3%	21.9%	n/a	25.6%
Average caseloads per FTE social worker**	15	n/a	n/a	n/a	17	17.39	16.10
Average caseloads per FTE for the Independent Reviewing Officer Service	No comparative data available as this is a bespoke indicator for Warwickshire						
% of CLA aged under 16 who have been looked after continuously for at least 2.5 years, who were living in the same placement for at least 2 yrs or are placed for adoption	60%	tbc	tbc ¹	tbc ¹	58.1%	67.7%	68%
% of care leavers aged 19-21 who are Not in Employment, Education or Training (NEET)	25%	tbc	tbc ¹	tbc ¹	27%	42.7%	39%

Key: SN*= Statistical Neighbours; Nat*= National average

**-the 2017/18 measure for Average caseloads per FTE social worker is calculated in a slightly different way to that in previous years and so does not provide 100% like for like comparison.

tbc¹ – the comparative data for these will be available later in 2017/18 after its publication nationally.

One Organisational Plan KBM Scorecard 2017/18

Adult Social Care

Commentary:

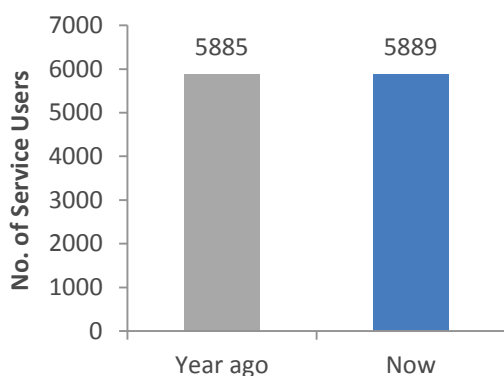
This scorecard provides longer term trend and comparative data, where available, for the Key Business Measures relevant to this policy area.

KBM trend data:

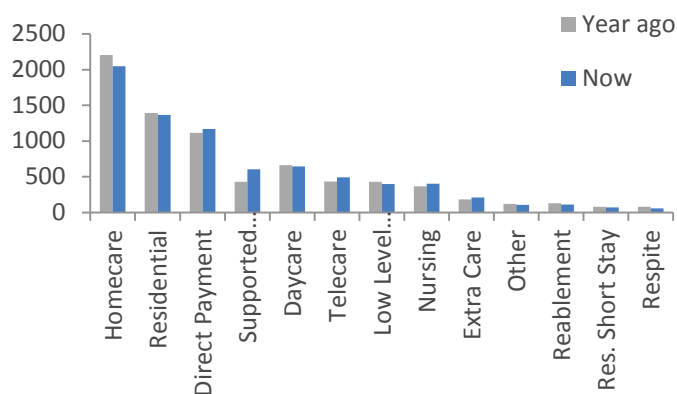
Measure	2017/18 Forecast (Target)	2016/17 Actual at Year End	2015/16 Actual at Year End	
No. of permanent admissions of older people (65 and over) to residential and nursing care	528 (528)	552	662	
No. of permanent admissions to residential and nursing care (18-64)	33 (33)	33	46	
No of admissions of 18+ to long term community care	2,600 (2,600)	2,070	2,304	
% of adults receiving direct payment	26.7% (30%)	29.3%	17.3%	
Delayed transfers of care (delayed days) from hospital per 100,000	550 (396)	597	426	
% customers not needing on-going social care 91 days after reablement episode*	75% (75%)	72.3%	67.1%	

The data on long term admissions help to inform us on those being admitted into care at each quarter. However, in order to have a complete view of all those in receipt of services, we need to include those already in receipt of services. The two charts below show the total numbers of people receiving a long term service and the types of services.

Total Service Users Active now (30/09/17) and 12 months prior



Services Active now (30/09/17) and 12 months prior



The impact of demand on available budgets for this service area is affected by the length of stay by service users. For both residential and nursing care packages and community services, there are a growing number of service users in receipt of services for over 5 years.

The continuing demand from people with disabilities is evident from data on length of stay. For residential and nursing packages of care, Mental health has the highest average stay of 7 years. (Note: Long term Community care includes Homecare, Direct Payment, Supported Living, Daycare and Extra Care), followed closely by those with a learning disability at 6.5 years of average stay. For community packages of care, the average length of stay is fairly low with only PDSS and learning disabilities having averages of over 3 years.

How do we compare?

How do we compare?

The table provides comparative data for those KBMs where such data is available

Measure	2017/18 Forecast	2016/17			2015/16		
		Warks	SN*	Nat*	Warks	SN*	Nat*
Permanent admissions of older people (aged 65+) to residential & nursing care per 100,000 population		474.2**	n/a	n/a	489.9	652.2	668.8
Admissions to residential care homes per 100,000 population ASCOF 2A - part 1 (aged 18-64)		8.8**	n/a	n/a	11.2	13.1	546.2
No.of admissions to long term community care-per 100,000?	This is not a national Measure and so comparative data is unavailable						

Key: *SN= Statistical Neighbours; * Nat= National average

**-this data is provisional and final figures will be released by Department of Health at the end of October 2017

One Organisational Plan KBM Scorecard 2017/18

Health & Wellbeing

Commentary:

This scorecard provides longer term trend and comparative data, where available, for the Key Business Measures (KBMs) relevant to this policy area.

There is a significant time lag with a number of the Key Business Measures in Public Health. The actual figures often relate to previous reporting periods (e.g. The 2016/17 actual figures given for teenage conceptions is 2015 data as this is the most up-to-date available at that point. This time lag is included in the commentary on the KBM in Annex R) and there is considerable variation at District/Borough level with a number of the indicators which is not highlighted in the below Warwickshire analysis. However, despite these lags, the direction of travel for teenage pregnancy and childhood obesity are both moving in the right direction.

Measure	2017/18 Forecast (Target)	2016/17 Actual at Year End	2015/16 Actual at Year End	Trends
Teenage conception rate per 1,000 population (Warwickshire)	19.5 (22.8)	19.5	22.9	
Percentage (%) children aged 11 years old who are obese	17.4 (17)	17.4	16.8	
Alcohol-related hospital admissions per 100,000	625 (625)	594	-	
Hospital admissions as a result of self-harm (children and young people 10-24 per 100,000)	510.7 (510.7)	-	-	
Percentage (%) of health check offers taken up (seen) by eligible population each year across all CCGs	40 (40)	44	30	

How do we compare?

Measure	2017/18 Forecast	2016			2015		
		Warks	WM*	Nat *	Warks	WM*	Nat *
Teenage conception rate per 1,000 population (<i>Warwickshire</i>)	19.5	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	19.5	23.7	20.8
Measure	2017/18 Forecast	2016/17			2015/16		
		Warks	WM*	Nat *	Warks	WM*	Nat *
Percentage (%) children aged 11 years old who are obese	17.4	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	17.4	22.1	19.8
Alcohol-related hospital admissions per 100,000	625	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	594	728	647
Hospital admissions as a result of self-harm (children and young people 10-24 per 100,000)	510.7	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	510.7	443.3	430.5
Percentage (%) of health check offers taken up (seen) by eligible population each year across all CCGs	40	50.2	45.9	55	26.9~	46.1~	52.5

This key relates to the second table only

Key: WM*= West Midlands; Nat*= National average (England)

~no significance calculated

	Warwickshire or West Midlands is significantly above/worse than the England average
	Warwickshire or West Midlands is not significantly different to England average
	Warwickshire or West Midlands is significantly below/better than the England average

It is important to note that comparative data relates to the published time periods for the data and offers a benchmark based on those time periods.

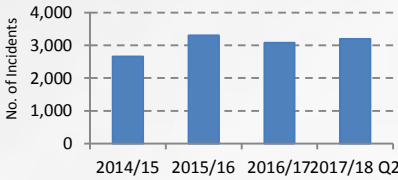
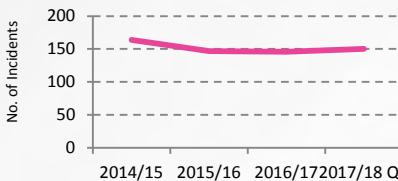
One Organisational Plan KBM Scorecard 2017/18

Fire & Community Safety

Commentary:

This scorecard provides longer term trend and comparative data, where available, for the Key Business Measures relevant to this policy area. 9 of the 15 concern the Fire Service; 4 are overseen by Community Services whilst 2 are the responsibility of the Economy and Transport Business Unit.

KBM trend data:

Measure	2017/18 Forecast (Target)	2016/17 Actual	2015/16 Actual	
No. of incidents attended by WFRS	3,200 (3013)	3,076	3,306	
No. of accidental dwelling fires	150 (152)	146	147	
% times a 1 st appliance arrives at life risk/property incidents within agreed response standards	75% (75%)	72.83%	75%	
% times 2 nd appliance arrives...within agreed response standards	86% (90%)	74.69%	78%	
% RDS availability at specific key stations	93% (90%)	89.92%	n/a	
No. of Retained Duty System Firefighter Vacancies (FTE)	n/a* (20)	36	32.9	* At Q2 2017/18, actual vacancies (FTE) were 32.
No. of preventable fire related deaths	2 (0)	3	0	
No. of community safety contacts	22,000 (22,000)	New measure – no historic data available		
No. of major training events/exercises undertaken at risk premises	12 (12)	17	33	
No. of Regulatory Reform (Fire Safety) Order 2005 risk-based fire protection inspections conducted	650 (720)	599	532	
Community Safety				
Rate of total recorded crime per 1,000 population	n/a (66.5)	n/a	n/a	Changes to police crime recording practice means there is no trend data
% offenders who reoffend (youth)	27.4% (21%)	n/a	n/a	

Road & Flood Safety

No. of people killed or seriously injured on our roads.	343 (314)	374	315	
No. of proposed new properties better protected from flooding through undertaking a planning role	10,000 (9,000)	n/a	n/a	

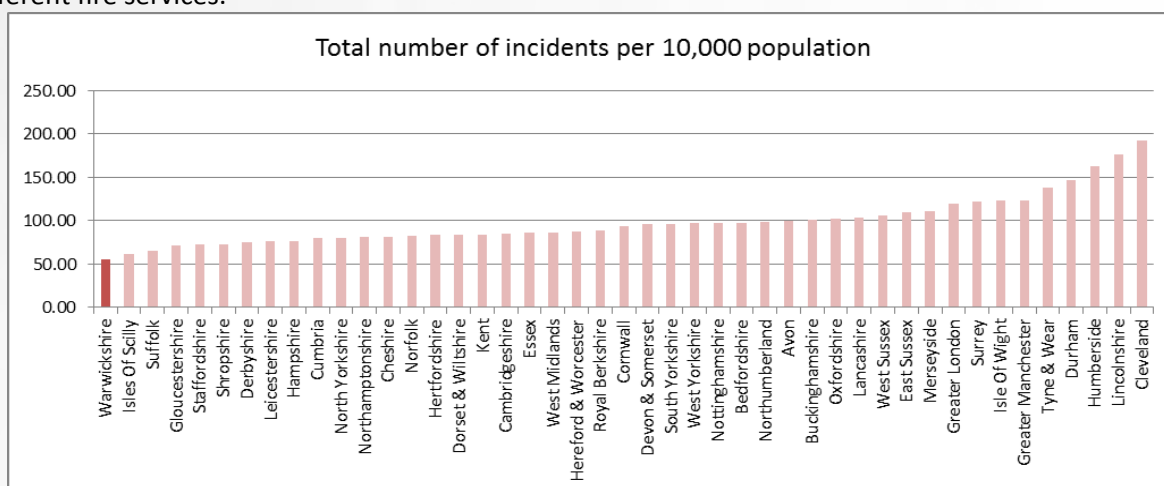
How do we compare?

The table provides comparative data for those KBMs where such data is available

Measure	2016/17			2015/17
	Warks	Average**	England*	
Total No. of incidents per 10,000 population*1	54.80	98.30	100.92	Not available
Total no. of accidental dwelling fires per 10,000*2 Warwickshire's position (of 45 participating)	6.00 2/45	10.50	11.50	Not available

*1 No. of incidents per 10,000 population

Across England, since 2003/4 there has been a continuing decline in the number of incidents attended by Fire Services; this trend is also apparent within Warwickshire. When compared with the other Fire Authorities in the graph below, Warwickshire attends the lowest levels of incidents per 10,000 population by virtue of its call challenge and attendance policies and the fact that emergency medical responding is not yet practiced widely in Warwickshire unlike some other areas. When compared to the average levels of incidents for all of England, Warwickshire's rate is 54.8 against 100.92 (per 10,000 population) for England; however some caution needs to be applied to such comparative data as there are variations in policies on attendance to some incident types by different fire services.



*2 Accidental Dwelling Fires per 10,000 population

The rate of accidental dwelling fires per 10,000 dwellings reduced at a national level during 2016/17 compared to 2015/16. Warwickshire continues to be one of the best performing Services for the rate of accidental dwelling fires per 10,000 dwellings, maintaining its second position from 2015/16 and by further reducing the rate of accidental dwelling fires from 6.21 to 6.0. For the first quarter of 2017/18 the low levels of accidental dwelling fires remain low and at a similar level to 2016/17.

One Organisational Plan KBM Scorecard 2017/18

Economy & Infrastructure

Commentary:

This scorecard provides longer term trend and comparative data, where available, for the Key Business Measures relevant to this policy area.

Measure	2017/18 Forecast (Target)	2016/17 Actual	2015/16 Actual	Trend Charts								
Economic Growth & Infrastructure												
Warwickshire's GVA relative to UK average	2 (2)	2.2	-	Not available due to a change in the measure being reported.								
Warwickshire employment rate	76% (76%)	76%	78.6%	<table border="1"> <caption>Warwickshire employment rate</caption> <thead> <tr> <th>Year</th> <th>Rate (%)</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>76%</td> </tr> <tr> <td>2016/17</td> <td>76%</td> </tr> <tr> <td>2017/18 Q2</td> <td>76%</td> </tr> </tbody> </table>	Year	Rate (%)	2015/16	76%	2016/17	76%	2017/18 Q2	76%
Year	Rate (%)											
2015/16	76%											
2016/17	76%											
2017/18 Q2	76%											
No. of people employed in key target growth sectors in Warwickshire	84,000 (87,000)	85,386	81,977	<table border="1"> <caption>No. of people employed in key target growth sectors</caption> <thead> <tr> <th>Year</th> <th>No. of People</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>81,977</td> </tr> <tr> <td>2016/17</td> <td>85,386</td> </tr> <tr> <td>2017/18 Q2</td> <td>84,000</td> </tr> </tbody> </table>	Year	No. of People	2015/16	81,977	2016/17	85,386	2017/18 Q2	84,000
Year	No. of People											
2015/16	81,977											
2016/17	85,386											
2017/18 Q2	84,000											
No. of businesses supported in growing	320 (320)	-	-	New measure								
Amount of funding provided to businesses through the WCC grants and loans programme	£414,630 (414,630)	-	-	New measure								
% coverage of high speed broadband/access for all premises and small businesses	95.3% (95%)	92.02%	89%	<table border="1"> <caption>% coverage of high speed broadband/access</caption> <thead> <tr> <th>Year</th> <th>Coverage (%)</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>89%</td> </tr> <tr> <td>2016/17</td> <td>92.02%</td> </tr> <tr> <td>2017/18 Q2</td> <td>95.3%</td> </tr> </tbody> </table>	Year	Coverage (%)	2015/16	89%	2016/17	92.02%	2017/18 Q2	95.3%
Year	Coverage (%)											
2015/16	89%											
2016/17	92.02%											
2017/18 Q2	95.3%											
No. of people aged under 25 who start an apprenticeship in Warwickshire	2,740 (2,300)	-	-	New measure								
Highways												
% of Warwickshire Roads meeting specified condition	83% (83%)	83%	82%	<table border="1"> <caption>% of Warwickshire Roads meeting specified condition</caption> <thead> <tr> <th>Year</th> <th>% of Roads</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>82%</td> </tr> <tr> <td>2016/17</td> <td>82%</td> </tr> <tr> <td>2017/18 Q2</td> <td>82%</td> </tr> </tbody> </table>	Year	% of Roads	2015/16	82%	2016/17	82%	2017/18 Q2	82%
Year	% of Roads											
2015/16	82%											
2016/17	82%											
2017/18 Q2	82%											
% core Highways Maintenance Contract performance measures achieving target	90% (100%)	-	-	New measure								

<p>% Highway Authority consultations which were responded to within statutory period</p>	<p>80% (80%)</p>	<p>68%</p>	<p>76%?</p>	
<p>% communities with a population of 1,000/less receiving at least one daily bus service</p>	<p>80.5% (80%)</p>	<p>-</p>	<p>-</p>	<p>New measure</p>
Waste Management				
<p>% of household waste recycled, re-used and composted</p>	<p>53.81% (54%)</p>	<p>54.3%</p>	<p>54.6%</p>	
<p>Waste service cost per household</p>	<p>67 (67.52)</p>	<p>65.54</p>	<p>65.7</p>	
Community Services				
<p>% business satisfaction levels with Trading Standards</p>	<p>90% (88%)</p>	<p>100%</p>		
<p>Combined no. of new services created through third sector support contract and locality work with third sector and Town & Parish Councils</p>	<p>307 (307)</p>	<p>n/a</p>	<p>n/a</p>	<p>New measure</p>
Infrastructure Improvements				
<p>% completion of infrastructure improvements programmed for the current financial year</p>	<p>60% (60%)</p>	<p>100%</p>	<p>-</p>	<p>Only 2 years of data available. This Measure monitors mainly developer funded schemes. Future Scorecards will aim to provide progress on major infrastructure schemes.</p>

One Organisational Plan KBM Scorecard 2017/18

Education & Learning

Commentary:

This scorecard provides longer term trend and comparative data, where available, for the Key Business Measures relevant to this policy area.

KBM trend data:

Measure	2017/18 Forecast (Target)	2016/17 Actual	2015/16 Actual	Trend Charts
Closing the Gap - % disadvantaged children achieving age related expectations at the end of Key Stage 2 in reading, writing and maths	42% (57%)	38%	20%	
Closing the Gap - % disadvantaged children achieving expected level at end of Key Stage 4: A*-C in English & Maths	41% (41%)	41%	29%	
Progress points of children achieving expected progress between Key Stage 2 and Key Stage 4 in English.	0.01 (0.01)	-0.01	n/a	New measure so only 2 years data is available
Progress points of children achieving expected progress between Key Stage 2 and Key Stage 4 in Maths	0.01 (0.01)	0.06	n/a	New measure so only 2 years data is available
% pupils attending schools (including nursery schools) judged good or outstanding by Ofsted	88% (90%)	90%	85%	
% 16 & 17 year olds who are not in education, employment or training (NEET)	n/a	2.3%	n/a	Awaiting 2017/18 data
No. of learners with EHC plan educated in Resourced provision	46 (46)	n/a	n/a	New measure
% of vulnerable children and those with SEND educated in out of County provision	9.9% (9.9%)	10.19%	n/a	New measure

One Organisational Plan KBM Scorecard 2017/18

Our resources are effectively and efficiently targeted

Commentary:

This scorecard provides longer term trend and comparative data, where available, for the Key Business Measures relevant to this policy area.

KBM trend data:

Measure	2017/18 Forecast (Target)	2016/17 Actual	2015/16 Actual																			
No. of visits to Libraries (per population)	2.66 (2.8)	2.8	2.8	<table border="1"> <caption>No. of Visits</caption> <thead> <tr> <th>Year</th> <th>No. of Visits</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>2.8</td> </tr> <tr> <td>2016/17</td> <td>2.8</td> </tr> <tr> <td>2017/18 Q2</td> <td>2.8</td> </tr> </tbody> </table>	Year	No. of Visits	2015/16	2.8	2016/17	2.8	2017/18 Q2	2.8										
Year	No. of Visits																					
2015/16	2.8																					
2016/17	2.8																					
2017/18 Q2	2.8																					
Call abandonment rate	5% (5%)	2.9%	6.32%	<p>Total No. of Calls Received to Customer Service Centre</p> <table border="1"> <caption>Total No. of Calls Received to Customer Service Centre</caption> <thead> <tr> <th>Year</th> <th>No. of Calls</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>110,000</td> </tr> <tr> <td>2015/17</td> <td>105,000</td> </tr> <tr> <td>2016/16</td> <td>80,000</td> </tr> <tr> <td>2016/17</td> <td>75,000</td> </tr> <tr> <td>2016/18</td> <td>65,000</td> </tr> <tr> <td>2017/17</td> <td>75,000</td> </tr> <tr> <td>2017/18</td> <td>70,000</td> </tr> <tr> <td>2017/18 Q2</td> <td>70,000</td> </tr> </tbody> </table>	Year	No. of Calls	2015/16	110,000	2015/17	105,000	2016/16	80,000	2016/17	75,000	2016/18	65,000	2017/17	75,000	2017/18	70,000	2017/18 Q2	70,000
Year	No. of Calls																					
2015/16	110,000																					
2015/17	105,000																					
2016/16	80,000																					
2016/17	75,000																					
2016/18	65,000																					
2017/17	75,000																					
2017/18	70,000																					
2017/18 Q2	70,000																					
Increase in digital assistance provided to customers	16% (20%)	14.59%	-	New measures so only 2 years data available																		
On-line transactions	61% (60%)	54.9%	-																			
Compliance with Corporate timescales in responding to complaints	75% (75%)	73.25%	-	New measures so only 2 years data available																		
Amount of Cash Return on Invested Capital, expressed as a ratio over LIBID (or other target agreed in the Council's Treasury Management Strategy), and Other County Council Benchmark	566.6% (100%)	545%	300%	<table border="1"> <caption>Ratio</caption> <thead> <tr> <th>Year</th> <th>Ratio</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>300%</td> </tr> <tr> <td>2016/17</td> <td>545%</td> </tr> <tr> <td>2017/18 Q2</td> <td>566.6%</td> </tr> </tbody> </table>	Year	Ratio	2015/16	300%	2016/17	545%	2017/18 Q2	566.6%										
Year	Ratio																					
2015/16	300%																					
2016/17	545%																					
2017/18 Q2	566.6%																					
Target asset receipts received	100% (100%)	33.38%	-																			
Actual project delivery time to planned delivery time (Property Services)	92% (92%)	66.66%	-																			
Availability of IT key systems through core infrastructure to users	100% (99%)	99%	99%	<table border="1"> <caption>% Availability</caption> <thead> <tr> <th>Year</th> <th>% Availability</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>100%</td> </tr> <tr> <td>2016/17</td> <td>100%</td> </tr> <tr> <td>2017/18 Q2</td> <td>100%</td> </tr> </tbody> </table>	Year	% Availability	2015/16	100%	2016/17	100%	2017/18 Q2	100%										
Year	% Availability																					
2015/16	100%																					
2016/17	100%																					
2017/18 Q2	100%																					

Positive employee engagement score	70% (70%)	70%	68%	<p>% Engagement Score</p> <p>2015/16 2016/17 2017/18 Q2</p>
Staff sickness	9.75 (9.5)	9.65	10.26	<p>No. of Days</p> <p>2015/16 2016/17 2017/18 Q2</p>
No. of complaints upheld by the Ombudsman	8 (10)	11	4	<p>Number</p> <p>2015/16 2016/17 2017/18 Q2</p>
No. of Legal challenges/adverse judgements	1 (0)	1	9	

How do we compare?

The table provides comparative data for those KBMs where such data is available

Libraries - No. of visits per population	2014/15	2015/16	% change	Total population*
Warwickshire	1,638,681	1,572,037	-4.07%	556,800
Worcestershire	3,185,207	2,770,023	-13.03%	583,100
Oxfordshire	2,823,950	2,597,212	-8.03%	683,200
Northamptonshire	2,531,099	2,512,086	-0.75%	733,100
Suffolk	3,096,548	3,090,447	-0.20%	745,300
Buckinghamshire	1,592,210	1,433,100	-9.99%	799,200
All County Councils	83,489,352	77,366,664	-7.33%	N/A

*Taken from Office for National Statistics, mid-year 2016 estimates

Community Services - Phil Evans
Strategic Director - Monica Fogarty
Portfolio Holders - Councillor Roberts (Fire and Community Safety) and Councillor Clarke (Environment)

2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Community Services Management	158		158	158	0	
Community Services Support Costs	367		367	367	0	
Community Safety	923		923	908	(15)	
Localities & Partnership	2,619	14	2,633	2,599	(34)	
Heritage and Environment	1,006	20	1,026	989	(37)	
Heritage Education (WES - Traded Service)	(13)		(13)	11	24	
Waste Management	18,211		18,211	18,500	289	Increased net waste disposal costs primarily as a result of changes in green waste collections.
Youth Justice Service	1,506		1,506	1,512	6	
Trading Standards	1,206		1,206	1,227	21	Planned additional £30,000 expenditure on the replacement of test fuels for the calibration bulk fuel meters, to be funded from reserves.
Emergency Management	161		161	155	(6)	
Communities Group Resources	160		160	154	(6)	
Net Service Spending	26,304	34	26,338	26,580	242	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.18 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Waste Management	280	(280)		0		
Museum Development Fund	104			104		
Museums Ethnographic Fund	18			18		
Records Purchase Fund	6			6		
Records Donations Fund	62			62		
Community Services Savings	145	15	(215)	(55)		
Community Services Trading	57	22	(21)	58	30	To fund the replacement of test fuels for the calibration bulk fuel meters
Proceeds of Crime	40			40		
Domestic Homicide Reviews	93			93		
Secure Remand	310		(6)	304		
Ecology & Archaeology Information and Advice Service	42	(42)		0		
Accommodation Reserve	29	(29)		0		
Total	1,186	(314)	(242)	630	30	

A - Community Services

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
CG-CS-01	Reducing the costs associated with landfill sites by diverting more waste from landfill to energy from waste plants	67	33.5	67	67	67	67	67	
CG-CS-02	Reducing waste and increase recycling across the County	313	156.5	313	313	313	313	313	
CG-CS-03	Communities Group support services - reductions based on the priorities of Communities Group Business Units	98	49	98	98	98	98	98	
CG-CS-04	Heritage and Culture Warwickshire - reductions in some heritage & culture services and a focus on increasing volunteering and commercial viability.	182	91	182	182	182	182	182	
CG-CS-05	Trading Standards Service - Service reductions in consumer protection and business support. We will develop calibration services to increase income and explore the development of shared service arrangements.	20	10	20	20	20	20	20	
CG-CS-06	Youth Justice Service - a service redesign focussed on reactive court ordered activity with a reduction in staffing and management costs as a result	0	0	0	0	0	222	222	
CG-CS-07	Reviewing alternative delivery models to enable Country parks to become self financing	128	64	128	128	128	128	128	
CG-CS-08	Increasing income levels and identify savings to make Forestry self financing	26	13	26	26	26	26	26	
CG-CS-09	Localities and Partnerships - Re-profile the structure of the Localities and Partnerships Team ensuring a reallocation of resources to directly support the voluntary sector and front line community development work.	100	50	100	100	100	100	100	
CG-CS-10	Reduction in support for environmental landscape services	30	22	30	30	30	30	30	
CG-CS-11	Community Services Management - a reduction in the funding for training, legal costs and projects and a reduction in management posts consistent with the redesign of the Business Unit	49	24.5	49	255	255	255	255	
CG-CS-12	Trading Standards - implementation of a service redesign focussed on generic roles for trading standards officers and a 'one team' approach removing specialisms, partially offset by additional investment in intelligence to aid assessment and resilience, as a result there will be a reduction in staffing and management costs. Activity that delivers internet safety for vulnerable people will be protected	24	12	24	227	227	227	227	
CG-CS-13	Waste Management - a reduction waste tonnage to landfill, an increase in trade waste and third party income, an increase in recycling and a change in the allocation of recycling credits for green waste and food waste	320	160	320	356	356	999	999	
CG-CS-14	Communities Resources - a reduction in activity and staffing to focus on statutory activity such as freedom of information requests and information governance matters.	2	2	2	24	24	45	45	
CG-CS-15	Heritage and Culture - a refocus of services on the Market Hall Museum, the County Records office and income generation	0	0	0	280	280	360	360	
CS-OOP14-18	Youth Justice Service - service reductions in our support to young people in the criminal justice system	95	47.5	95	95	95	95	95	
	Total	1,454	735	1,454	2,201	2,201	3,167	3,167	
	Target		1,454	1,454		2,201		3,167	
	Remaining Shortfall/(Over Achievement)		719	0		0		0	

A - Community Services

2017/18 to 2020/21 Capital Programme

Project	Description	Approved Budget				Forecast					Variation		Reasons for Variation and Management Action	
		Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Variance in Year £ 000's		Total Variance £ 000's
Waste Management														
10207000	Waste Strategy - Waste Treatment & Transfer Facility	1,479	114	0	0	1,593	1,479	114	0	0	1,593	0	0	
11303000	HWRC Maintenance 2016/17	10	32	0	0	42	10	32	0	0	42	0	0	
11304000	HWRC Maintenance 2017/18	0	131	0	0	131	0	131	0	0	131	0	0	
11450000	HWRC Maintenance 2018/19	0	0	80	0	80	0	0	80	0	80	0	0	
11535000	HWRC Maintenance 2019/20	0	0	0	80	80	0	0	0	80	80	0	0	
Countryside														
10260000	Leam. To Rugby Disused Railway Line - 2002/03	73	27	0	0	100	73	0	27	0	100	(27)	0	Liaising with HS2 ltd re timescale for building cycle bridge over Fosse Way and Sustrans re delivery of the works. Unlikely to progress until 2018/19.
11022000	Countryside Maintenance - Base Programme 2012/13	606	(4)	19	0	622	606	(4)	19	0	622	0	0	
11218000	Countryside Rural Services Capital Maintenance 2015/16	419	22	0	0	442	419	22	0	0	442	0	0	
11301000	Countryside Rural Services Capital Maintenance 2016/17	362	25	0	0	387	362	25	0	0	387	0	0	
11302000	Countryside Rural Services Capital Maintenance 2017/18	0	125	0	0	125	0	175	0	0	175	50	50	£50k Corporate resource returned to 2017/18 allocation that had previously been allocated against project 11301002. Project 11301002 part funded by £50k grant.
11449000	Countryside Rural Services Capital Maintenance 2018/19	0	0	220	0	220	0	0	220	0	220	0	0	
11536000	Countryside Rural Services Capital Maintenance 2019/20	0	0	0	220	220	0	0	0	220	220	0	0	
Heritage														
10623000	County Records Office Service - Digital Asset Management	61	34	6	0	101	61	34	6	0	101	0	0	
11415000	Market Hall Museum - "Our Warwickshire"	913	195	0	0	1,109	913	195	0	0	1,109	0	0	
11534000	Healey collection	89	4	0	0	93	89	4	0	0	93	0	0	
Community Safety														
11523000	Community Buildings Capital Grant Fund	0	0	0	0	0	0	0	0	0	0	0	0	
11524000	Emergency Stopping Places	0	50	23	0	73	0	50	23	0	73	0	0	
		4,014	756	348	300	5,418	4,014	779	375	300	5,468	23	50	

Education & Learning - Chris Malone
Strategic Director - Monica Fogarty
Portfolio Holders - Councillor Hayfield (Education & Learning)

2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	153		153	143	(10)	
Business Unit	565	(244)	321	574	254	Budget has reduced by £244,000 in order to repay the 2016/17 overspend, this over spend offset against the WES traded income as below.
Business Unit - WES Traded	516		516	59	(457)	This under spend of £457,000 represents the surpluses generated from trading with schools, £186,000 has been used to offset overspend within the SENDAR team, and £244,000 to repay 2016/17 overspend. The remaining £27,000 is to be offset against other over spends within the service.
Business Unit - DSG	69		69	69	0	
Head of Service - Total	1,303	(244)	1,059	845	(213)	
School Organisation and Planning	15,548	372	15,920	17,019	1,099	Budget has increased by £372,000 to support the new management information system. There is an overspend on home to school transport of £1,090,000 of which £615,000 relates to Special Educational Needs. If cabinet only agrees a few of the seven changes in the current consultation rather than all, the savings required will not be achieved.
School Organisation and Planning - WES Traded	(27)		(27)	(36)	(10)	
School Organisation and Planning - DSG	24,662	(105)	24,557	24,552	(6)	Budget adjustment of £105,000 relates to Early Years funding which has been transferred to the Early Years contingency.
School Organisation and Planning - Total	40,184	267	40,451	41,535	1,084	
Vulnerable Learners	1,662	295	1,957	2,221	264	Budget has increased by £296,000 this has been transferred from the Special Educational Needs and Disabilities reserve. There is an overspend on the SENDAR team of £186,000 this due increase salary costs to meet additional demand of 17% increase in referrals, and the requirement to be compliant.
Vulnerable Learners - WES Traded	(354)		(354)	(472)	(119)	The increase trading surplus is in part due to challenge of ensuring sufficient staffing within Educational Psychologist service.
Vulnerable Learners - DSG	41,116		41,116	42,468	1,352	The overspend on the Dedicated Schools Grant is largely due to pressures in the Special Educational Needs top up budgets for mainstream and special school pupils. The growth in the special schools pupil numbers has been due to increasing capacity with new opening of new provisions within the County. While the pressures in mainstream is due to a variety of reasons, including an increase in referrals, an increase in levels of need and increased costs of mediation.
Vulnerable Learners - Total	42,424	295	42,719	44,216	1,497	
Learning and Performance	1,484		1,484	1,451	(33)	Underspend due to reduction in Service Level Agreement costs within Access to Education.
Learning and Performance - WES Traded	(208)		(208)	(215)	(8)	
Learning and Performance - DSG	2,921		2,921	2,919	(2)	
Learning and Performance - Total	4,198	0	4,198	4,155	(43)	
Adult Community Learning	(86)		(86)	(86)	0	
Schools related residual	2,408		2,408	2,277	(131)	£103,000 underspend relates to the change in policy for School Redundancy payments. Full saving may not be realised if individual school circumstances lead to residual one-off costs eg Salford Priors
Schools related residual - DSG	3,538	(546)	2,992	1,779	(1,213)	Budget reduction of £750,000 underspend relates to repay the overspend in 2016/17, as agreed at schools forum, and £99,000 relates to additional Dedicated Schools Grant funding as per the latest settlement notification. The forecast underspend largely relates to the Early Years contingency
Schools related residual - Total	5,860	(546)	5,314	3,970	(1,344)	
Net Service Spending	93,969	(228)	93,741	94,721	980	
Non DSG	21,662	423	22,085	22,934	849	
DSG	72,307	(651)	71,656	71,787	131	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.18 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
E&L Savings	(244)	244	(849)	(849)		
SEND Earmarked Reserve	332	(295)		37		
DSG Reserve	0		(131)	(131)		
Education MIS Project	372	(372)		0		
Total	460	(423)	(980)	(943)	0	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
CG-EL-01	Funding set aside to repay self-financed borrowing is no longer needed for this purpose and can be released	80	80	80	80		80		
CG-EL-02	Remove the budget for one-off small research and development projects	12	12	12	12		12		
CG-EL-03	Attendance, Compliance & Enforcement Service (ACE): Reduce the number of cases that require intervention, effective use of funding from the priority families programme, increase trading with academy schools outside Warwickshire and reductions in the service	67	67	67	206		206		
CG-EL-04	Responsibility will move to the early years sector to monitor and drive its own improvement. Also included in a restructure would be links with Health Visitors and the prioritisation of children for free childcare. Business support would have to be purchased by providers.	100	100	100	100		100		
CG-EL-05	Reduction in management and administration and the removal of the funding set aside for school-based projects that arise during the year.	300	300	300	410		410		
CG-EL-06	Restructure of the school improvement and early years quality improvement functions and the post-16 team to reflect the approach to school-led improvement approach and policy outlined in the Education for All Bill.	690	690	690	791		791		
CG-EL-07	Access and Organisation; a reduction in planning costs, the removal of funding for vacant sites and removing the provision for the set-up costs of new schools	0			35		70		
CG-EL-08	Stop funding redundancy costs for schools and only provide for existing commitments	0			100		221		
CG-EL-09	Reduction in the Home to School Transport Budget	0			320		1,648		
	Total	1,249	1,249	1,249	2,054	0	3,538	0	
	Target		1,249	1,249		2,054		3,538	
	Remaining Shortfall/(Over Achievement)		0	0		2,054		3,538	

B Education & Learning

2017/18 to 2020/21 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action	
		Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's		
Learning - Devolved															
10554000	Devolved/School Level Budgets 2010/11 (Self-financed)	5,270	4010	0	0	9,280	5,270	4,010	0	0	9,280	0	0		
Learning - Other															
11393000	Minor Works Block Header 2015/16	584	84	0	0	668	584	84	0	0	668	0	0		
11399000	CMS Musical Instruments 2015/16-2017-18	69	25	0	0	94	69	25	0	0	94	0	0		
11499000	Bidford Primary & Willow Tree Nursery separation works	5	33	0	0	38	5	33	0	0	38	0	0		
11556000	Education MIS	194	268	0	0	462	194	268	0	0	462	0	0		
11557000	Early Years Capital Fund / Knightlow Children's Partnership	0	150	0	0	150	0	150	0	0	150	0	0		
11558000	Early Years Capital Fund / Nic Nac Pre-School	0	174	0	0	174	0	174	0	0	174	0	0		
11559000	Early Years Capital Fund / Acorn Wood Day Nursery	0	195	0	0	195	0	195	0	0	195	0	0		
11560000	Early Years Capital Fund / Brooklyn Day Nursery	0	78	0	0	78	0	78	0	0	78	0	0		
11571000	Bridges Childcare	0	40	0	0	40	0	40	0	0	40	0	0		
11573000	Planning & Development block header 17/18	0	200	0	0	200	0	200	0	0	200	0	0		
11583000	Early Years Capital Fund / Dunchurch Infants	0	132	0	0	132	0	132	0	0	132	0	0		
Primary - expansion															
11067000	Camp Hill Primary Extension (Pupil Places)	1,316	12	0	0	1,328	1,316	0	0	0	1,316	(12)	(12)	Project now complete. Balance can be transferred to E&L unallocated funds.	
11069000	Sydenham Primary Extension (Pupil Places)	1,740	19	0	0	1,760	1,740	0	0	0	1,740	(19)	(19)	Project now complete. Balance can be transferred to E&L unallocated funds.	
11073000	All Saints Junior Extension (Pupil Places) Warwick	899	51	0	0	950	899	51	0	0	950	0	0		
11102000	Newdigate Primary (Pupil Places) Bedworth	878	25	0	0	903	878	25	0	0	903	0	0		
11174000	Kingsway Primary extension and reorg (pupil places)	1,013	8	0	0	1,021	1,013	8	0	0	1,021	0	0		
11202000	Quinton Primary expansion (pupil places)	1,213	28	0	0	1,241	1,213	0	0	0	1,213	(28)	(28)	Project now complete. Balance can be transferred to E&L unallocated funds.	
11209000	Wembrook Primary additional studio hall space	418	7	0	0	425	418	0	0	0	418	(7)	(7)	Project now complete. Balance can be transferred to E&L unallocated funds.	
11249000	Bishopston School extension - targeted basic need	2,618	82	0	0	2,700	2,618	82	0	0	2,700	0	0		
11253000	Lapworth School extension - targeted basic need	718	3	0	0	721	718	3	0	0	721	0	0		
11255000	Paddox School extension - targeted basic need	2,646	4	0	0	2,650	2,646	8	0	0	2,654	4	4	Project increase due to settlement of Final Account.	
11256000	St Michael's CE School extension - targeted basic need	267	5	0	0	273	267	0	0	0	267	(5)	(5)	Project now complete. Balance can be transferred to E&L unallocated funds.	
11262000	Cawston Grange extension (pupil places)	2,678	16	0	0	2,694	2,678	16	0	0	2,694	0	0		
11263000	Long Lawford extension (pupil places)	770	105	0	0	875	770	105	0	0	875	0	0		
11270000	Shipston Primary extension	393	2	0	0	395	393	2	0	0	395	0	0		
11271000	Alcester St Nicholas Academy extension	316	4	0	0	320	316	0	0	0	316	(4)	(4)	Project now complete. Balance can be transferred to E&L unallocated funds.	
11322000	Whitnash primary basic need provision	647	3	0	0	650	647	3	0	0	650	0	0		
11323000	Boughton Leigh Jnr basic need provision	289	11	0	0	300	289	11	0	0	300	0	0		
11351000	Former Bridgeway CSS Centre - New KS2 Annexe For All Saints CE Infant School Bedworth	870	118	0	0	988	870	118	0	0	988	0	0		

B Education & Learning

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11386000	Long Lawford Primary permanent expansion	194	1872	974	0	3,040	194	347	2,499	0	3,040	(1,525)	0	Current Year Variance £1,525,000 due to longer than expected timescales for discharging pre-commencement planning conditions, so New Construction works expenditure will now take place in 2018/19.
11389000	All Saints Primary, Nuneaton, replace temporary classrooms with new extension	566	184	0	0	750	566	184	0	0	750	0	0	
11390000	Nathaniel Newton Infants, internal alterations re bulge class	64	0	0	0	64	64	0	0	0	64	0	0	
11392000	St Peters Barford, expansion	308	22	0	0	330	308	22	0	0	330	0	0	
11401000	Hillmorton Primary Permanent Expansion	2,509	441	0	0	2,950	2,509	475	0	0	2,984	34	34	Forecast Variance £34,244 due to additional playground works, as approved and instructed by Education & Learning.
11403000	St Michael's CE Primary, Bedworth Permanent Expansion	892	8	0	0	900	892	8	0	0	900	0	0	
11468000	Oakfield Primary expansion (Academy)	41	529	0	0	570	41	529	0	0	570	0	0	
11469000	Northlands Primary School - bulge class developer contribution	33	17	0	0	50	33	19	0	0	52	2	2	Project increase due to settlement of Final Account.
11470000	Nathaniel Newton Infants, extension re bulge class	191	59	0	0	250	191	46	0	0	237	(13)	(13)	Reduction in proposed spend.
11471000	The Ferncumbe Primary School	100	50	0	0	150	100	50	0	0	150	0	0	
11474000	Newdigate Primary School Bedworth	103	47	0	0	150	103	47	0	0	150	0	0	
11493000	Coleshill Church of England Primary School - contribution to additional classroom for bulge class	230	45	0	0	275	230	45	0	0	275	0	0	
11494000	Kingsway Primary - temporary classroom for bulge class	110	40	0	0	150	110	40	0	0	150	0	0	
11500000	Northlands Primary School - bulge class additional toilets & security door relocation	9	61	0	0	70	9	61	0	0	70	0	0	
11565000	Ettington Primary School	0	90	0	0	90	0	90	0	0	90	0	0	
11566000	The Ferncumbe Primary School	0	40	360	0	400	0	40	360	0	400	0	0	
11568000	Welford on Avon Primary School	0	150	1,350	0	1,500	0	150	1,350	0	1,500	0	0	
11570000	Coten End Kitchen Extension	0	150	0	0	150	0	165	0	0	165	15	15	Project increase due to additional dishwasher, additional works to hall store and replacement climbing frame in hall.
11572000	Stratford upon Avon Primary toilet facility improvements	0	29	0	0	29	0	29	0	0	29	0	0	
11497000	Acorns Primary School, Long Compton - new temporary classroom	7	253	0	0	260	7	253	0	0	260	0	0	
Primary - new														
11313000	Aylesford Primary School - new primary provision at Aylesford school	3,007	9	0	0	3,017	3,007	9	0	0	3,017	0	0	
11384000	New School, The Gateway, Rugby	11	10	29	3100	3,150	11	10	29	3,100	3,150	0	0	
11391000	New school, South Warwick (Heathcote Farm site)	1,653	1747	0	0	3,400	1,653	1,747	0	0	3,400	0	0	
11480000	Water Orton Primary School (re HS2 Conditional)	38	1,104	4,358	0	5,500	38	104	5,358	0	5,500	(1,000)	0	Project slippage due to legal delays in transfer of land from HS2 to WCC.
Primary - other														
11204000	Tysoe temporary classroom replacement	277	5	0	0	282	277	0	0	0	277	(5)	(5)	Project now complete. Balance can be transferred to E&L unallocated funds.
11260000	St Marys Southam Fire damage	186	14	0	0	200	186	14	0	0	200	0	0	
11319000	Eastlands Primary Temporary Classroom	95	8	0	0	102	95	8	0	0	102	0	0	
11321000	Long Lawford Pri temporary classroom	247	0	0	0	247	247	44	0	0	291	44	44	Transfer Budget £43,700 from 11387001 to 11321001, to cover the Forecast Variance £43,700 for 11321001

B Education & Learning

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11331000	Newburgh Primary School - New Play Area	140	10	0	0	150	140	10	0	0	150	0	0	
11345000	Paddox Primary School - New Temporary Classroom	120	0	0	0	120	120	0	0	0	120	0	0	
11348000	St James Southam - Fencing to School Boundary	45	5	0	0	50	45	5	0	0	50	0	0	
11387000	Long Lawford temporary arrangements	4	124	0	0	128	4	80	0	0	84	(44)	(44)	Transfer Budget £43,700 from 11387001 to 11321001, to cover the Forecast Variance £43,700 for 11321001
11402000	Hillmorton Primary Temporary Classroom	179	0	0	0	179	179	0	0	0	179	0	0	
11411000	Race Leys Infant School - Universal Free School Meals	210	9	0	0	219	210	9	0	0	219	0	0	
11412000	St Francis Catholic Primary School - Universal Free School Meals	45	1	0	0	46	45	1	0	0	46	0	0	
11413000	Hampton Lucy CofE Primary - Universal Free School Meals	231	16	0	0	247	231	16	0	0	247	0	0	
11491000	Race Leys Infant School demolish classroom and extend playground	26	24	0	0	50	26	24	0	0	50	0	0	
Schools Access														
11267000	2013-14 Schools Disability Access block header	663	21	0	0	684	663	21	0	0	684	(0)	(0)	
11479000	Access works for SEN 16-17	56	244	0	0	300	56	244	0	0	300	0	0	
Secondary - expansion														
11472000	Kineton High School	794	2,501	0	0	3,295	794	2,501	0	0	3,295	0	0	
11473000	Shipston High School	104	2,146	0	0	2,250	104	2,146	0	0	2,250	0	0	
11481000	Campion School - Phase 1 (Conditional)	6	44	0	0	50	6	44	0	0	50	0	0	
11482000	Southam College (Conditional)	55	345	0	0	400	55	345	0	0	400	0	0	
Secondary - other														
11320000	Shipston High temporary classroom	114	66	0	0	180	114	66	0	0	180	0	0	
11404000	Shipston Academy - Contribution to replacement gym	48	0	0	0	48	48	0	0	0	48	0	0	
11498000	Etone Secondary School grounds resurfacing & expansion enabling works	38	37	0	0	75	38	37	0	0	75	0	0	
SEN - other														
11178000	Woodlands School (improve facilities)	305	3	0	0	308	305	0	0	0	305	(3)	(3)	Project now complete. Balance can be transferred to E&L unallocated funds.
11180000	Welcombe Hills vehicle access alterations	8	442	0	0	450	8	442	0	0	450	0	0	
11407000	SEN Resource base provision - Secondary Schools (Harris and George Eliot)	39	21	0	0	60	39	21	0	0	60	0	0	
11409000	New SEN provision - Complex Mental Health needs	53	27	0	0	80	53	0	0	0	53	(27)	(27)	Project now complete. Balance can be transferred to E&L unallocated funds.
11477000	North Warwickshire & Hinckley College SEN provision	0	365	0	0	365	0	365	0	0	365	0	0	
11478000	Warwickshire College SEN provision	210	83	0	0	292	210	83	0	0	292	0	0	
11495000	Stockingford Primary School new SISG module building	118	282	0	0	400	118	282	0	0	400	0	0	
11496000	Middlemarch Junior School - SEN resourced provision facilities	44	56	0	0	100	44	56	0	0	100	0	0	
11569000	Paddox Primary SISG	0	300	0	0	300	0	300	0	0	300	0	0	
11589000	SEND facilities block	0	0	0	0	0	0	0	0	0	0	0	0	

B Education & Learning

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
SEN - expansion														
11567000	Woodlands Special School school contribution to fencing & car park	0	10	0	0	10	0	10	0	0	10	0	0	
SEN - new														
11350000	New AEN School McIntyre Discovery Academy (Former Manor Park)	5,766	234	0	0	6,000	5,766	234	0	0	6,000	0	0	
		46,106	20,290	7,070	3,100	76,566	46,106	17,696	9,595	3,100	76,498	(2,593)	(68)	

Public Health - John Linnane
Strategic Director - Monica Fogarty
Portfolio Holders - Councillor Caborn (Adult Social Care & Health)

2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Public Health Management	249		249	249	0	
Salaries and Service Overheads	1,534		1,534	1,912	378	The Government imposed unexpected additional savings of £1,470,000 to the Public Health Budget in 2016/17 which has resulted in a residual shortfall of £233,000 in the Public Health business unit.
Children's Health	8,941		8,941	8,948	7	
Health Checks and Wellbeing	551		551	476	(75)	
Physical Activity and Weight Management	1,392	50	1,442	1,451	9	
Smoking Cessation and Tobacco Control	400		400	350	(50)	
Substance Misuse	4,884		4,884	4,605	(279)	Negotiations with the Adult service provider has resulted in a saving of £377,000. However, this is part of already planned savings.
Health Protection and Resilience	4,280		4,280	4,280	0	
Population Health and Place	471		471	422	(49)	
Mental Health and Wellbeing	969		969	994	25	
Net Service Spending	23,671	50	23,721	23,687	(34)	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.18 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	1,578	(529)	34	1,083		
DAAT	389	(389)		0		
Family Nurse Partnership	361	(361)		0		
Total	2,328	(1,279)	34	1,083	0	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
CG-PH-01	Redesigning current ways of working and the arrangements for external contracts	1200	600	1,200	1,200	1,200	1,200	1,200	Delivery of this saving is impacted by the £1.4m recurrent grant reduction and is an underlying deficit
CG-PH-02	Drugs and Alcohol - a reduction in costs, prioritised through a redesign and recommissioning process	377	189	377	1,300	377	1,300	1,300	Viable market response required to redesigned service, Invitation To Tender published end of September and the D&A service will carry a recurrent overspend
CG-PH-03	Healthwatch - re-tendering and redesign of the service to allow greater use of different channels, of volunteers and alignment with other similar agencies	42	21	42	87	87	87	87	

C Public Health

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
CG-PH-04	Dietetics - retain the acute provision and move community provision towards the preventative approach with access criteria and lower priority requirements accessed through other community provision.	200	100	200	400	200	400	400	Agreement required across the system on core requirement and due to delays in the OOH award and reductions up to contract variation level already achieved - no further scope unless partner agreement to change.
CG-PH-05	Reduce staffing and overheads across the Business Unit	100	50	100	200	200	300	300	
CG-PH-06	Smoking Cessation - redesign services to accommodate the changes in how the public are choosing to quit smoking	200	100	200	300	300	300	300	
CG-PH-07	Health Visitors and Family Nurse Practitioners - reduction in costs, prioritised through a redesign and recommissioning process	415	208	415	1,150	415	1,150	1,150	Viable market response required to redesigned service. Invitation To Tender published end of September 2017
CG-PH-08	Advocacy - retendering and redesign of the service, combining the two advocacy approaches into one (see proposed saving from Healthwatch)	0	0	0	85	85	85	85	Combined service redesign with People Group and Coventry. Prices have increased.
Total		2,534	1,267	2,534	4,722	2,864	4,822	4,822	
Target			2,534	2,534		4,722		4822	
Remaining Shortfall/(Over Achievement)			1,267	0		1,858		0	

2017/18 to 2020/21 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2017/18	2018/19	2019/20 and later	Total	Earlier Years	2017/18	2018/19	2019/20 and later	Total	Variance in Year	Total Variance	
			£ 000's	£ 000's	£'000	£ 000's		£ 000's	£ 000's	£ 000's	£'000			
11492000	Urban Mile Markers	0	24	0	0	24	0	24	0	0	24	0	0	
		0	24	0	0	24	0	24	0	0	24	0	0	

Transport & Economy - Mark Ryder
Strategic Director - Monica Fogarty
Portfolio Holders - Jeff Clarke (Transport & Environment)

2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Transport & Economy Management	193		193	192	(1)	
Transport & Economy support costs	544		544	615	71	
Economy & Skills	1,238		1,238	1,317	79	
Economy & Skills - Business Centres	(377)		(377)	(517)	(140)	Consistent high levels of occupancy and reduced building maintenance costs.
Planning and Development & Flood Risk	772		772	772	(0)	
Infrastructure & Regeneration	808		808	1,020	212	Delayed implementation of regeneration savings, HS2 Phase 2 costs.
Design Services	1,181		1,181	1,634	453	Revenue contribution to Capital (Traffic Signals) of £250,000 and reduction in commuted sums income of £203,000
Design Services (Traded Service)	(634)		(634)	(1,087)	(453)	Increased income - including windfall from last year of £145,000
County Fleet Management	(381)		(381)	(381)	0	
County Fleet Management (WES Traded Service)	(17)		(17)	(17)	0	
County Highways	15,102	15	15,117	15,117	0	
Network Management	(197)		(197)	(959)	(762)	Additional income generation of £648,000 and reduction in charge to highways searches of £114,000
Transport Operations	8,652		8,652	8,499	(153)	Unfilled vacancies
Transport Planning	1,577	249	1,826	1,985	159	Overspend on transport development £156,000 and reduced income from Stratford Park & Ride
Road Safety and Traffic Projects	(1,487)	(80)	(1,567)	(1,442)	125	Reflects additional resources being required to support delivery of expanded parking management programme, and delay in implementing increase in on-street charging prices.
Road Safety - Minibus Driver Training (WES Traded Service)	(3)		(3)	(3)	(0)	
Net Service Spending	26,970	184	27,154	26,745	(409)	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.18 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Business Centres	640			640		
Speed Awareness Workshops	920			920		
Kenilworth Station	661	(661)		0		
County Fleet Maintenance	25	(25)		0		
Design Services Reserve	100	25		125		
Development Group Realignment Costs	134	(134)		0		
Concessionary Travel Reserve	340	(340)		0		
Women's Cycle Race 2016 Reserve	125	(125)		0		
Transport & Economy - Savings	1,219	470	844	2,533		
S38 Developer Funding	940			940		

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.18 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Flood Management Reserve	630		(172)	458		
European Match Funding	376		(227)	149		
Infrastructure Group	58	(58)		0		
G4G Apprenticeship Hub	134	(134)		0		
Skills Delivery for Economic Growth	350	134	(36)	448		
Rural Growth Network	367			367		
HS2 Phase 2	157	(157)		0		
Traffic Model Revenue Fund	57	(57)		0		
Growth Deal Bid Development Reserve	50	(50)		0		
Total	7,283	(1,112)	409	6,580	0	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
CG-TE-01	Rationalisation of management capacity within Business Unit as a result of a reorganisation of groups and functions	185	115	185	185	185	185	185	
CG-TE-02	Road Safety - a reduction in staffing levels as a result of the amalgamation of two teams to better reflect service delivery needs.	80	80	80	80	80	80	80	
CG-TE-03	Increased income as a result of pricing changes in Design Services, bringing our charges in line with the sector norm.	100	100	100	150	150	200	200	
CG-TE-04	Maximise the extent to which the operational costs of design work of schemes is financed by the capital allocated for a the specific scheme.	100	100	100	100	100	100	100	
CG-TE-05	Removal of contingency fund for managing contractual risk and/or ensuring operational resilience in the event of extreme events.	400	40	400	400	400	400	400	
CG-TE-06	Generate income by an increase in the fees payable for licences and permits, including skips, scaffold, street café licenses and vehicular access requests.	50	50	50	55	55	60	60	
CG-TE-07	Increase income targets to reflect current activity levels from Section 184 and Minor Works, Section 38 Agreements and pre application advice for highways.	130	130	130	140	140	150	150	
CG-TE-08	Review the regeneration function with a view to reduce activity and increase income. The outcome of the review will result in a reduction in officer and project based support for place and community based work, including Pride in Camp Hill.	180	49	72	180	180	180	180	These savings will be made, but have been delayed and will not be realised in 2017/18
CG-TE-09	Increase parking income as a result of re-tendering for the Civil Parking Enforcement operation, increased residential parking permits and on-street parking charges	441	441	441	485	485	529	529	These savings will be made, but have been delayed and will not be realised in 2017/18. However alternative savings have been identified to cover the shortfall in this year.
CG-TE-10	Increased income from the permit scheme for working on the highway as a result of systems development efficiencies and a more targeted site inspection regime will ensure compliance with permit scheme approvals.	3	3	3	88	88	253	253	
CG-TE-11	Reduction in highway drainage maintenance.	200	200	200	200	200	200	200	

D Transport & Economy

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target	Actual to Date	Forecast Outturn	Target	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	
CG-TE-12	To reduce the Public Transport Revenue Support Budget by £500,000. This will result in bus users across the county having less choice and reduced access opportunities to services and facilities. However, all communities with a population of more than 50 will retain a level of public transport provision as stipulated in the Local Transport Plan. This saving has been delivered as part of the OOP1 Savings Plan.	500	500	500	500	500	500	500	
CG-TE-13	Reduce capacity to develop Going for Growth bids	200	0	200	200	200	200	200	
CG-TE-14	Commissioning of the cycle training service to an external provider.	15	15	15	20	20	20	20	
CG-TE-15	Energy savings as a result of the capital investment into LED technology within our street lighting stock.	200	200	200	600	600	900	900	
CG-TE-16	Increased income from the current portfolio of business centres as a result of sustained higher levels of occupancy and through pro-active measures to improve service quality to enable increased rents in line with market conditions.	20	20	20	40	40	70	70	
CG-TE-17	Increased income and surplus from County Fleet Maintenance following the installation of an MOT test facility at the new Hawkes Point site.	0			25	25	50	50	
CG-TE-18	Develop the market for pre application advice, with the introduction of the pre-application charges in Flood Risk	0			20	20	20	20	
CG-TE-19	Generate new income from the implementation and operation of a highway permit scheme for Solihull MBC. The County Council currently manages a similar permit scheme for Coventry City Council.	0			25	25	50	50	
CG-TE-20	Winter gritting route optimisation as a result of rationalising depots to a single south depot.	0			0		25	25	
CG-TE-21	Reduction in depot maintenance costs as a result of rationalising depots to a single south depot.	0			0		75	75	
CG-TE-22	Increased income by the introduction of a new charging schedule for parking permits, including a consideration of a business parking permit scheme.	0			0		698	698	
CG-TE-23	Increased income by developing portfolio of business centres, creating new units in areas of demand to support local economic growth and generate a positive financial return to the Council	0			0	0	80	80	
	Total	2,804	2,043	2,696	3,493	3,493	5,025	5,025	
	Target		2,804	2,804		3,493		5025	
	Remaining Shortfall/(Over Achievement)		761	108		0		0	

D Transport & Economy

2017/18 to 2020/21 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2017/18	2018/19	2019/20 and later	Total	Earlier Years	2017/18	2018/19	2019/20 and later	Total	Variance in Year	Total	
			£ 000's	£ 000's				£ 000's						
Area Delegated Funded Schemes														
10478000	Hwys Maint/Road Safety 2013/14 Nun & Bed Area Com	343	12	0	0	355	343	12	0	0	355	0	0	
10479000	Hwys Maint/Road Safety 2013/14 Warwick Area Com	315	0	0	0	315	315	0	0	0	315	0	0	
10482000	Hwys Maint/Road Safety 2013/14 N Warks Area Com	362	19	0	0	381	362	19	0	0	381	0	0	
10490000	Hwys Maint/Road Safety 2013/14 Stratford Area Com	440	18	0	0	459	440	18	0	0	459	0	0	
10491000	Hwys Maint/Road Safety 2013/14 Rugby Area Com	540	42	0	0	582	540	42	0	0	582	0	0	
11274000	North Warwickshire Area Committee	369	99	0	0	468	369	41	58	0	468	(58)	(0)	
11275000	Nuneaton and Bedworth Area Committee	460	94	0	0	555	460	56	38	0	555	(38)	0	
11276000	Rugby Area Committee	403	15	36	0	455	403	15	36	0	455	0	0	
11277000	Stratford Area Committee	292	45	0	0	336	292	45	0	0	336	0	0	
11278000	Warwick Area Committee	431	35	0	0	466	431	35	0	0	466	0	0	
11354000	Area Delegated Funding 17-18	0	0	3,360	0	3,360	0	0	2,920	0	2,920	0	(441)	Reallocation of budget to new schemes
11394000	Transport & Roads Area Delegated Funding	390	170	0	0	560	390	198	0	0	588	28	28	Funding transferred from 11354000
11395000	Street Lights Area Delegated Funding	161	1	0	0	162	161	1	0	0	162	0	0	
11396000	County Highways Area Delegated Funding	267	65	0	0	333	267	65	0	0	333	0	0	
11397000	Transport Planning Unit Area Delegated Funding	62	24	0	0	86	62	24	0	0	86	0	0	
11398000	Design Services Area Delegated Funding	101	48	0	0	149	101	59	0	0	160	11	11	Funding transferred from 11354000
11452000	Area Delegated Funding 18-19	0	0	2,000	0	2,000	0	0	2,000	0	2,000	0	0	
11483000	Delegated Budget 2016-17 Traffic Signals & pedestrian crossings	5	70	0	0	75	5	70	0	0	75	0	0	
11484000	Delegated Budget 2016-17 Bridge Maintenance	0	6	0	0	6	0	6	0	0	6	0	0	
11485000	Delegated Budget 2016-17 Road Safety	263	397	0	0	660	263	429	0	0	692	32	32	Funding transferred from 11354000
11487000	Delegated Budget 2016-17 Transport Planning	65	57	0	0	122	65	72	0	0	137	15	15	Funding transferred from 11354000
11488000	Delegated Budget 2016-17 Casualty reduction	0	26	0	0	26	0	26	0	0	26	0	0	
11489000	Delegated Budget 2016-17 Street Lighting	15	7	0	0	21	15	7	0	0	21	0	0	
11490000	Delegated Budget 2016-17 Programmes	421	136	0	0	557	421	142	0	0	563	6	6	Funding transferred from 11354000
11547000	Area Delegated Funding 19-20	0	0	0	2,000	2,000	0	0	0	2,000	2,000	0	0	
11588000	Delegated Budget For Traffic Signals Gaf Din 2017 /2018	0	0	0	0	0	0	6	0	0	6	6	6	Funding transferred from 11354000
11590000	Delegated Budget 2017-18 Road Safety	0	138	0	0	138	0	270	0	0	270	132	132	Funding transferred from 11354001
11592000	Delegated 17-18 County Highways	0	58	0	0	58	0	233	0	0	233	175	175	Some funding transferred from 11354000, additional revenue contribution of £36k from Coleshill Town Council
11593000	Delegated Budget 2017-18 Transport Planning	0	0	0	0	0	0	28	0	0	28	28	28	Funding transferred from 11354000
11594000	Delegated Budget 2017-18 Street Lighting	0	0	0	0	0	0	6	0	0	6	6	6	Funding transferred from 11354000
Economic Development														
10154000	Centenary Business Centre Phase 3	1,883	0	7	0	1,890	1,883	0	7	0	1,890	0	0	
10258000	Nuneaton and Bedworth Town Centre - Queens Road West Improvements	586	134	0	0	720	586	20	114	0	720	(114)	0	Space Hive Programme has been slow to take off. 2 projects currently seeking funds.
11425000	Capital Growth Fund Business Loans and Grants	705	754	566	0	2,025	705	882	450	0	2,038	128	13	Spend brought forward from 2018/ 2019 following approval of projects with earlier spend.
11549000	Vicarage Street Site Investigations	0	40	0	0	40	0	40	0	0	40	0	0	
11596000	Eliot Park Innovation Centre - improvements to the car park		500	0	0	500		500	0	0	500	0	0	

D Transport & Economy

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later	Total	Earlier Years	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later	Total	Variance in Year	Total	
Flood Management														
11424000	Snitterfield Flood Alleviation	2,282	457	70	0	2,808	2,282	517	70	0	2,869	61	61	Unexpected utilities under Smiths Lane used up much of the risk budget whilst inclement weather in the spring delayed the project and added to Contractor's and Project Manager's costs. There have also been some additional claims from landowners. £50k of the overspend will be funded by the Environment Agency under the Public Sector Collaboration Agreement - the remainder will be an increased revenue contribution.
11427000	Ladbroke Flood Alleviation	0	94	0	0	94	0	94	0	0	94	0	0	
11513000	Bulkington Property Level Protection	0	0	0	0	0	0	0	0	0	0	0	0	
11514000	Grendon Property Level Protection	0	8	0	0	8	0	8	0	0	8	0	0	
11550000	Flood modelling	0	40	41	0	81	0	40	41	0	81	0	0	
11574000	Kites Hardwick flood alleviation	0	51	0	0	51	0	51	0	0	51	0	0	
11599000	Cherrington Flood Risk Management Scheme						0	97	0	0	97	97	97	New scheme added to capital programme on 21st July - funded partly from revenue and partly from external contribution
Integrated Transport - Casualty Reduction Schemes														
11355000	Casualty Reduction Schemes 15/16	400	117	0	0	517	400	117	0	0	517	0	0	
11356000	Casualty Reduction Schemes 16/17	153	174	0	0	327	153	174	0	0	327	0	0	
11357000	Casualty Reduction Schemes 17/18	0	56	150,696	0	207	0	56	151	0	207	0	0	
11453000	Casualty Reduction Schemes 18-19	0	0	350	0	350	0	0	350	0	350	0	0	
11546000	Casualty Reduction Schemes 19-20	0	0	0	350	350	0	0	0	350	350	0	0	
Integrated Transport - Cycle Schemes														
10324000	Lawford Road Cycle Route	498	17	0	0	515	498	17	0	0	515	0	0	
10385000	Warwick, Myton Rd Cycle Link (Myton and Warwick School)	21	123	6	0	150	21	123	6	0	150	0	0	
10434000	North West Warwick Cycle Scheme	772	9	0	0	781	772	9	0	0	781	0	0	
10924000	Imps to foot/cycleways 2005/2006 (pava-h) improv2	55	0	0	0	55	55	0	0	0	55	0	0	
11330000	Fillongley Crossroads realigning crossroad junction						0	38	0	0	38	38	38	To be funded from residual Area Delegated funds (transferred from 11354000)
Integrated Transport - Other Schemes														
11456000	Stratford Park & Ride site alterations	68	32	0	0	100	68	17	15	0	100	(15)	0	Contractual delays resulting in scheme being completed over two years rather than one
Integrated Transport - Public Transport														
11193000	Access to Stations - Leamington	173	26	0	0	200	173	26	0	0	200	0	0	
11325000	Stratford Town Station Upgrade	17	110	110	0	237	17	110	110	0	237	0	0	
Integrated Transport - Safer Routes to Schools														
11281000	Safer routes to schools and 20mph school safety zones 15/16. Renamed Home to School Routes 15-16.	30	161	-	0	191	30	161	0	0	191	0	0	
11282000	Safer routes to schools and 20mph school safety zones 16/17. Renamed Home to School Routes 16-17.	68	30	-	0	99	68	30	0	0	99	0	0	
11564000	Home to School routes 17-18	0	2,228	-	0	2,228	0	2,228	0	0	2,228	0	0	
Integrated Transport - Safety Camera Schemes														
10192000	Safety Camera Funded Schemes	1,562	34	0	0	1,596	1,562	34	0	0	1,596	0	0	
Integrated Transport - School safety zones														
11358000	School Safety Zones 15/16	301	0	0	0	301	301	0	0	0	301	0	0	
11359000	School Safety Zones 16/17	1,039	649	0	0	1,688	1,039	649	0	0	1,688	0	0	
11525000	School Safety Zones 17/18	6	477	-	0	483	6	477	0	0	483	0	0	

D Transport & Economy

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2017/18	2018/19	2019/20 and later	Total	Earlier Years	2017/18	2018/19	2019/20 and later	Total	Variance in Year	Total	
			£ 000's	£ 000's				£ 000's						
11585000	School Safety Zones 18/19	0	0	500	0	500	0	0	500	0	500	0	0	
11586000	School Safety Zones 19/20	0	0	-	500	500	0	0	0	500	500	0	0	
Major Transport Projects														
10203000	Rugby Western Relief Road	59,055	1,000	441	0	60,496	59,055	1,000	441	0	60,496	0	0	
10362000	Kenilworth Station	8,871	4,728	410	0	14,009	8,871	5,139	0	0	14,009	410	(0)	
11333000	Kenilworth Station Contingency	0	0	0	0	0	0	0	0	0	0	0	0	
10366000	Stratford-upon-Avon Local Sustainable Transport Project	5,562	34	0	0	5,596	5,562	34	0	0	5,596	0	0	
10981000	NUCKLE	1,897	33	0	0	1,930	1,897	33	0	0	1,930	0	0	
11100000	Footbridge at Stratford Town Station	2,067	0	0	0	2,067	2,067	0	0	0	2,067	0	0	
11221000	M40 Junction 12	11,439	133	500	0	12,072	11,439	133	500	0	12,072	0	0	
11272000	Rugby Gyrotory Improvements	1,553	59	0	0	1,612	1,553	59	0	0	1,612	0	0	
11339000	Bermuda Connectivity	1,127	379	2196	0	3,702	1,127	270	2,305	0	3,702	(109)	0	With the intention to minimise spending on developing this scheme until it is fully funded, current work is focused on completing detailed design and finalising the cost estimate to enable the scheme to be the subject of a bid to the WCC Capital Investment Fund in Quarter 1 of 2018-19.
11509000	A444 Coton Arches, Nuneaton	121	3,479	100	0	3,700	121	1,675	1,804	100	3,700	(1,804)	0	Due to the delay in going out to tender, the construction phase will now be completed in 2018/19 therefore the forecast to be spent in 2018/19 has increased.
11510000	A46 Stanks Island, Warwick	178	5,722	100	0	6,000	178	2,231	3,591	0	6,000	(3,491)	0	Project has been delayed which has meant C&W LEP and WCC money is being split over 17/18 and 18/19
11604000	A444 Corridor Improvements - Phase 2	0	0	0	0	0	0	0	4,270	0	4,270	0	4,270	
11605000	A3400 Bham Road Stratford Corridor Improvements	0	0	0	0	0	0	150	350	3,000	3,500	150	3,500	
Street Lighting														
11125000	Street Lighting Column Replacement 2014/2015	1,238	0	0	0	1,238	1,238	0	0	0	1,238	0	0	
11220000	Street Lighting Column Replacement 2015/2016	1,054	4	0	0	1,057	1,054	4	0	0	1,057	0	0	
11279000	Pump Priming allocation for LED street lighting	1,234	500	1,000	1,000	3,734	1,234	900	1,000	1,000	4,134	400	400	Revenue contribution to schemes
11360000	LED Street Lights March Funding	5,508	2,560	0	0	8,068	5,508	2,631	0	0	8,139	71	71	Revenue contribution to schemes
11459000	Street Lighting Column Replacement 2016-17	1,111	0	0	0	1,111	1,111	0	0	0	1,111	0	0	
11563000	Street Lighting base budget 17-18	0	761	0	0	761	0	761	0	0	761	0	0	
Structural Bridge Maintenance														
10413000	Structural Maintenance of Bridges 2009/10	1,395	0	0	0	1,395	1,395	(12)	0	0	1,382	(12)	(12)	Funds reallocated across other financial years - overall net effect is nil.
10421000	Portobello Bridge	523	5	67	1,466	2,060	523	5	67	1,466	2,060	0	0	
10977000	Minor Bridge Maintenance Schemes 2011/2012	996	27	0	0	1,023	996	27	0	0	1,023	0	0	
11171000	Minor Bridge Maintenance Schemes 2012/2013	2,340	(66)	0	0	2,274	2,340	(66)	0	0	2,274	0	0	
11241000	Minor Bridge Maintenance Schemes 2013/2014	291	60	0	0	351	291	90	0	0	381	30	30	Funds reallocated across other financial years - overall net effect is nil.
11308000	Minor Bridge Maintenance schemes 2014/2015	860	0	0	0	860	860	6	0	0	866	6	6	Funds reallocated across other financial years - overall net effect is nil.
11382000	Minor Bridge Maintenance schemes 2015/2016	1,206	465	0	0	1,671	1,206	401	0	0	1,607	(64)	(64)	Funds reallocated across other financial years - overall net effect is nil.
11457000	Minor Bridge Maintenance schemes 2016/2017	439	46	0	0	485	439	78	0	0	516	32	32	Funds reallocated across other financial years - overall net effect is nil.
11587000	Minor Bridge Maintenance schemes 2017/2018	0	1,251	0	0	1,251	0	1,260	0	0	1,260	8	8	

D Transport & Economy

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later	Total	Earlier Years	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later	Total	Variance in Year	Total	
Structural Maintenance of Roads														
11361000	Highways Maintenance 16-17	15,278	0	0	0	15,278	15,278	0	0	0	15,278	0	0	
11362000	Highways Maintenance 17-18	0	14,260	0	0	14,260	0	15,362	0	0	15,362	1,101	1,101	New schemes programmed and funding allocated. £1m additional funding from the Highways Incentivisation Fund (DfT) and £101k from various revenue contributions.
11451000	Highways Maintenance 18-19	0	0	12,708	0	12,708	0	0	12,708	0	12,708	0	0	
11454000	Highways Maintenance Additional Funding 16-17	0	0	0	0	0	0	0	0	0	0	0	0	
11455000	Highways Maintenance Additional Funding 17-18	0	0	0	0	0	0	0	0	0	0	0	0	
11545000	Highways Maintenance 19-20	0	0	0	12,708	12,708	0	0	0	12,708	12,708	0	0	
11548000	Pot Hole budget 2017-18	0	0	0	0	0	0	0	0	0	0	0	0	
11553000	National Productivity Investment Fund Money	0	0	0	0	0	0	0	0	0	0	0	0	
Traffic Signals														
11309000	Traffic Signals 2014-15	203	9	0	0	212	203	9	0	0	212	0	0	
11381000	Traffic Signals 2015-16	191	13	0	0	205	191	13	0	0	205	0	0	
11458000	Traffic Signals 2016-17	195	3	0	0	198	195	3	0	0	198	0	0	
11591000	Traffic Signals Base Budget 2017-18	0	311	0	0	311	0	311	0	0	311	0	0	
Total Transport & Economy (excluding funded developer schemes)		142,254	43,679	24,720	18,024	228,677	142,254	40,945	33,903	21,124	238,227	(2,734)	9,549	
Developer Funded Transport - s106 schemes														
11464000	Clifton on Dunsmore Traffic Calming S106	49	271	0	0	320	49	271	0	0	320	0	0	
11607000	Southbound bus stop on A426 Leicester Road Rugby							79	0	0	79	79	79	New scheme funded by developer contributions
Developer Funded Transport - minor schemes														
11194001	Cycle Improvement Link York Road	42	6	0	0	48	42	6	0	0	48	0	0	
11194002	New Bus Shelter on Tachbrook Park Drive near Leamington	12	1	0	0	13	12	0	0	0	12	(1)	(1)	The scheme was completed several years ago and there are no known commitments for the scheme. Therefore, this forecast has been resubmitted as zero upon the advice of WCC Financial Services Team.
11194004	Install CCTV on Emscote Road Warwick (Tesco Stores)	0	9	0	0	9	0	9	0	0	9	0	0	
11194005	Install MOVA operation on traffic signal junctions Emscote Road Warwick (Tesco Stores)	0	75	0	0	75	0	75	0	0	75	0	0	
11194006	Install Variable Message Signs A444 (Prologis)	0	82	0	0	82	0	0	82	0	82	(82)	0	Works planned for 2018/19
11194007	Install Traffic Signals junction Colliery lane / Back Lane Exhall (David Wilson Homes)	0	45	0	0	45	0	0	45	0	45	(45)	0	Additional funding to be provided by the developer is awaited before further work progresses
11194008	Provision of new bus shelter at Whitnash Section 106	7	0	0	0	7	7	0	0	0	7	0	0	
11194009	Bridleways Improvements Brownsover Rugby	0	6	0	0	6	0	6	0	0	6	0	0	
11195003	S106 Rights of Way Scheme at Long Shoot Development Nuneaton							0	0	0	0	0	0	
11195005	Puffin Crossing - Father Hudson's site at Coventry Road , Coleshill							0	0	0	0	0	0	
11195006	S106 Traffic Calming and Signage Improvements for Bidford-on- Avon bridge and Welford bridge							5	26	0	31	5	31	
11195008	SHAKESPEARE AVENUE/ PEDESTRIAN FACILITIES							0	0	0	0	0	0	
11195009	40/50MPH SPEED LIMIT AND MINOR KERBING WORKS LONGMARSTON ROAD WELFORD ON AVON.							4	0	0	4	4	4	Additional works have been added to the project which are all funded by the developer.
11195010	S278 DE33034 Western Rd and Bham Rd Stratford (McDonalds)							0	0	0	0	0	0	
11195011	S278 Crabtree Medical Centre Bidford - Bus Stops							0	0	0	0	0	0	

D Transport & Economy

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later	Total	Earlier Years	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later	Total	Variance in Year	Total	
11195013	S278 Wellesbourne Distribution Park Signs							0	0	0	0	0	0	
11196001	S278 Boughton Road Environmental Weight Limit Signs							0	0	0	0	0	0	
11196004	Minor wks Coton Park Drive & Stonechat Rd Rbt.	66	0	0	0	66	66	(10)	0	0	56	(10)	(10)	Small proportion of expenditure and related developer income to Southbound bus stop on A426 Leicester Road Rugby project (11607000) following investigations concluding that the work is part of that project's scope.
11441002	Nuneaton Town Centre Signing Improvement	25	55	0	0	80	25	0	0	0	25	(55)	(55)	
11441004	Weddington Road , Nuneaton Implement Toucan Crossing	0	68	0	0	68	0	0	68	0	68	(68)	0	Awaiting information on the proposed location for the crossing therefore spend is delayed to 2018/19
11441005	Section 106 Funded Bus Stop Enhancement Works (Salford Rd , Bidford)	5	19	0	0	24	5	19	0	0	24	0	0	
11441006	Bus Shelter Coventry Street , Southam S106	1	12	0	0	13	1	12	0	0	13	0	0	
11441007	S106 2 Bus shelters at bus stops on Narrow Hall Meadow nr GP Surgery Chase Meadow	0	0	20	0	20	0	0	20	0	20	0	0	
11441009	Bus Stop Opposite Land Between 256 and 346 Bham Road Stratford	2	17	0	0	18	2	17	0	0	18	0	0	
11441010	Birmingham Road Cycle Route enhancements	0	11	6	0	16	0	11	6	0	16	0	0	
11441011	Heathcote Primary School Puffin Crossing Harbury Lne Nr Nightingale Avenue Leamington Spa	0	65	0	0	65	0	65	0	0	65	0	0	
11441012	Heathcote Primary School Puffin Crossing Harbury Lne Nr Garrett Drive Leamington Spa	0	65	0	0	65	0	65	0	0	65	0	0	
11441013	Enhance Existing Bus Stops Land Adj to the Gaydon Inn Banbury Road Gaydon S106	0	18	0	0	18	0	18	0	0	18	0	0	
11441014	Highways improvements to bus stops at land off the Longshoot S106	0	20	0	0	20	0	20	0	0	20	0	0	
11441015	Relocation of Northbound bus stop on Wellesbourne Rd in Barford							9	0	0	9	9	9	New scheme being funded by a developer contribution.
Developer Funded Transport - other schemes														
10257000	South west Warwickshire Fisher Brook Flood Alleviation	915	62	0	0	977	915	62	0	0	977	0	0	
10438000	Leamington, Junction Alterations at Former Potterton Works	4	396	0	0	401	4	396	0	0	401	0	0	
11054000	Rugby, Hunters Ln - Through Route New Tech Dr To Newbold Rd	58	332	0	0	391	58	332	0	0	391	0	0	
11099000	Upgrade traffic signals Blackhorse Road	137	11	0	0	148	137	11	0	0	148	0	0	
11305000	New Roundabout on the A444 Weddington Road, Nuneaton	621	250	0	0	871	621	100	150	0	871	(150)	0	
11326000	Elliot's Field Retail Park	815	3	0	0	817	815	3	0	0	817	0	0	
11327000	B4113 Gipsy Lane Junction	5	199	0	0	204	5	0	199	0	204	(199)	0	
11328000	New Roundabout Southam Road Kineton	464	35	0	0	499	464	35	0	0	499	0	0	
11336000	Ansty Business Park Phase 3	1,303	725	500	0	2,528	1,303	725	500	0	2,528	0	0	
11337000	A426 Leicester Road, Rugby - Toucan Crossing	329	6	0	0	334	329	6	0	0	334	0	0	
11417000	A426 /A4071 Avon Mill Roundabout Rugby Improvement Scheme	319	298	0	0	617	319	25	0	273	617	(273)	(0)	
11418000	A426 Gateway Rugby to Rugby Town Centre Cycle Scheme	18	15	115	109	257	18	15	115	109	257	0	0	

D Transport & Economy

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later	Total	Earlier Years	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later	Total	Variance in Year	Total	
Developer Funded Transport - s278 schemes														
10010001	Unallocated S278 developer funds	(41)	1,458	0	0	1,417	(41)	1,458	0	0	1,417	0	0	
11429000	A3400 Birmingham Road, Stratford upon Avon, New right turn land S278	245	30	0	0	275	245	30	0	0	275	0	0	
11430000	A428 Rugby Radio Station Mass Site S278 Highways Work	2,079	621	0	0	2,700	2,079	621	0	0	2,700	0	0	
11435000	A3400 Birmingham Road, Stratford upon Avon - 3 arm traffic signal junction to 4 arm conversion	303	47	0	0	350	303	47	0	0	350	0	0	
11436000	B4087 Oakley Wood Road Bishops Tachbrook	357	3	0	0	360	357	3	0	0	360	0	0	
11437000	B4632 Campden Road / C47 Station Road	361	189	0	0	550	361	189	0	0	550	0	0	
11438000	B4642 Coventry Road / site access Cawston	532	18	0	0	550	532	18	0	0	550	0	0	
11439000	B4642 Coventry Road / Cawston Grange Drive 5th arm of roundabout	577	873	0	0	1,450	577	873	0	0	1,450	0	0	
11460000	C204 Birmingham Road, Alcester - new right turn land outside Alcester Grammar	0	500	0	0	500	0	0	500	0	500	(500)	0	
11461000	A47 The Long Shoot Nuneaton	0	600	0	0	600	0	600	0	0	600	0	0	
11462000	B4035 Campden Road, Shipston on Stour new right turn lane	98	450	0	0	548	98	450	0	0	548	0	0	
11463000	B4451 Kineton Road, Southam - new roundabout	3	597	0	0	600	3	597	0	0	600	0	0	
11467000	C43 Traffic Junction for Country Park on Harbury Lane	542	58	0	0	600	542	58	0	0	600	0	0	
11505000	A422 Alcester Road, Stratford upon Avon	2	223	0	0	225	2	223	0	0	225	0	0	
11506000	A426 Southam Road, Southam	0	245	0	0	245	0	245	0	0	245	0	0	
11507000	A428 Lawford Road, Rugby	0	0	450	0	450	0	0	450	0	450	0	0	
11508000	B4429 Ashlawn Road, Rugby	47	53	0	0	100	47	75	0	0	122	22	22	Original project had an allocation of £150k and this was reduced in error to a forecast of £100k overall during 2016/17. The scope of the scheme has now been reviewed and the resulting tendered costs are slightly more than the revised budget but significantly less than the original allocation - all costs are funded by the developer.
11511000	A429 Ettington Road, Wellesbourne	0	980	0	0	980	0	980	0	0	980	0	0	
11515000	A4254 Eastbro Way Nuneaton Traffic Signals at Junctions with Camborne Drive S278	0	1,450	0	0	1,450	0	1,450	0	0	1,450	0	0	
11516000	A444 Weddington Road Nuneaton Right Turn Lane to Site Access S278	37	513	0	0	550	37	513	0	0	550	0	0	
11517000	A47 Hinkley Road Nuneaton Puffin Crossing	0	100	0	0	100	0	100	0	0	100	0	0	
11518000	D2206 Siskin Drive Baginton Right Turn Lane S278	0	250	0	0	250	0	250	0	0	250	0	0	
11519000	D3108 Back Lane Long Lawford Traffic Signals & Junction Improvements S278	0	850	0	0	850	0	850	0	0	850	0	0	
11527000	A423 Marton Road, Long Itchington - new footway and site access.	0	100	0	0	100	0	100	0	0	100	0	0	
11528000	A444 Weddington Road, Nuneaton - new Puffin crossing.	3	147	0	0	150	3	150	0	0	153	3	3	
11529000	B4642 Coventry Road, Cawston - new right turn lane.	1	149	0	0	150	1	0	150	0	151	(149)	1	
11530000	C33 Stockton Road and A423 Southam Road, Long Itchington - new footway on Stockton Road and upgrade of zebra crossing to Puffin crossing on Southam Road.	1	300	0	0	301	1	300	0	0	301	0	0	
11531000	D1643 Park Road, Bedworth - new car park egress.	1	125	0	0	125	1	200	0	0	201	76	76	Scheme estimate revised following completion of Technical Review - additional expenditure fully funded by developer
11551000	A47 Long Shoot - relocation of a refuge island	7	75	0	0	82	7	75	0	0	82	0	0	

D Transport & Economy

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2017/18	2018/19	2019/20 and later	Total	Earlier Years	2017/18	2018/19	2019/20 and later	Total	Variance in Year	Total	
			£ 000's	£ 000's				£ 000's						
11552000	Warwick Town Centre transport proposals	0	550	0	0	550	0	550	0	0	550	0	0	
11575000	A426 Leicester Road, Rugby.	0	1,200	0	0	1,200	0	0	0	0	0	(1,200)	(1,200)	Budget increased on capital programme through decision made on 20/6/17, however it has been identified that the project had been duplicated in the capital programme so forecasts have been moved to 11598000
11576000	A3400 Banbury Road / Tiddington Road, Stratford upon Avon.	0	1,000	0	0	1,000	0	500	500	0	1,000	(500)	0	Scope of scheme increase has meant further design and start of scheme delay until Jan 2018
11577000	A3400 Bridgefoot / Bridgeway, Stratford upon Avon	0	400	0	0	400	0	400	0	0	400	0	0	
11578000	C98 Loxley Road, Tiddington.	0	650	0	0	650	0	150	500	0	650	(500)	0	Delays have meant that scheme now expected to start in Feb 2018
11579000	D7050 Common Lane, Kenilworth.	0	1,300	0	0	1,300	0	1,300	0	0	1,300	0	0	
11580000	A452 Europa Way (Lower Heathcote Farm), Warwick. Developer – Gallagher Estates Ltd.	0	2,800	0	0	2,800	0	1,000	1,800	0	2,800	(1,800)	0	Delay in completing Technical Review has meant scheme is now expected to begin Jan 18
11581000	Butlers Leap Link Road, Rugby. Developer – Urban and Civic PLC.	0	2,700	0	0	2,700	0	700	2,000	0	2,700	(2,000)	0	Scheme implementation delayed and will now extend into 2018/19
11582000	Shottery Link Road, Stratford-upon-Avon. Developers – J S Bloor (Tewkesbury) Ltd and Hallam Land Management Ltd.	0	750	750	0	1,500	0	750	750	0	1,500	0	0	
11595000	A422 Banbury Road Ettington Ghost island	0	200	0	0	200	0	200	0	0	200	0	0	
11597000	B4451 Station Road Bishops Itchington Ghost Island Right Turn Lane S278	0	500	0	0	500	0	500	0	0	500	0	0	
11598000	A426 Leicester Road Rugby Highways Improvements S278	0	1,800	0	0	1,800	0	1,800	0	0	1,800	0	0	
11602000	A452 Europa Way / Olympus Avenue Traffic Signal Controlled Junction S278							0	3,500	0	3,500	0	3,500	New scheme added to capital programme on 18/7/17 at Full Council
11603000	B439 Salford Road Bidford - Access And Puffin Crossing							0	150	0	150	0	150	New scheme added to capital programme 21/7/17
11608000	Highway Impt A446 Lichfield Road , Coleshill S278							150	0	0	150	150	150	New scheme added to capital programme on 15/9/17
11609000	Highway Impt C104 Milcote Rd Welford On Avon S278							0	200	0	200	0	200	New scheme added to Capital Programme on 15/9/17
Total Funded Developer Schemes		10,350	28,031	1,841	109	40,330	10,350	20,845	11,712	382	43,289	(7,185)	2,959	
Grand Total - All Transport & Economy		152,604	71,710	26,561	18,133	269,008	152,604	61,791	45,615	21,506	281,516	(9,919)	12,508	

D Transport & Economy

Risk Ref	Risk	Risk Owner	Last Review date	Gross Risk Rating	Existing Risk Action	Net Risk Rating	Further Risk Action
R0869	Deterioration of Highway Network condition	Mark Ryder	26/07/2017	16	<p>The Council has agreed the investment of an additional £2m a year for the next two years to supplement government capital grant allocations for maintaining the condition of Warwickshire's roads.</p> <p>Road maintenance are prioritised using a number of criteria including traffic volumes, types of usage and conditions of the road These priorities are based upon inspections, surveys, known defects and accident data.</p> <p>Road construction strategy has been reviewed and updated to take into account changes to the Specification for Highways Works and to reflect increased emphasis on safety, sustainability, environment and minimisation of resource use.</p> <p>Highways maintenance contract has been renewed with Balfour Beatty in partnership with Solihull and Coventry Councils.</p> <p>Increased, and ongoing, monitoring and review of Term Contractors operational performance in place to ensure effective delivery of all revenue and capital investment programmes</p>	12	<p>Further developing asset management approach including life cycle planning scenarios to ensure best use is made of available resources.</p> <p>Work on Balfour Beatty contract to ensure effective delivery</p>
R0895	A major flood risk materialises	Michael Green	05/10/2017	16	<p>Maximise the opportunities to get funding to deliver schemes to alleviate flooding. Publicise all we are doing to manage flood risk (e.g. Flood Summits) Putting operational procedure for team in place for flood events. Working with communities with CSW Resilience to help them better manage local flood risk and be more resilient to flooding. Through statutory consultee role, ensuring no increase in flood risk and, where possible, reducing flood risk through development. Identifying third party assets in Trent catchment with high risk of failure (such as old large culverts).</p>	12	<p>Surface Water Management Plan (SWMP) to be further developed with draft investment plan.</p> <p>Identify third party assets in Severn catchment with high risk of failure (such as old large culverts).</p> <p>Working with members to identify and secure WCC match funding to enable successful bids for external funding.</p>

Children & Families - Beate Wagner
Strategic Director - Nigel Minns
Portfolio Holders - Councillor Morgan (Children's Services)

2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	5,141	497	5,638	4,512	(1,126)	This under-spend is partially the planned use of 0-5 Transformation funding for 2018/19 and beyond. Once a definitive programme of work has been agreed and timetabled for this year the under-spend will be requested to be put into an earmarked reserve and the under-spend will no longer be reported for 2017/18 (approx. £600,000). There are also one off under-spends accumulated early in the OOP2020 plan ahead of the budget ceasing at the end of this financial year and /or being reallocated as part of the C&F Medium Term Financial Plan.
Priority Families	737	(60)	677	677	0	
Transition	815	(103)	712	727	15	
Social Care North	16,106	0	16,106	17,599	1,493	Overall Forecasts for Children Looked After Placements costs for North & South are forecast to be £1,117,000 over-spend (Internal Foster care forecasting an under-spend of £652,000, Residential an over-spend of £734,000 and External Foster care forecasting a £809,000 over-spend). Staffing in these teams is forecasted as an overall over-spend of £743,000 which reflects agency staff currently in place during the initial stages of the recruitment of social workers as part of the invest to save strategy takes place. Section 17 is forecast to overspend by £84,000 largely as a result of no recourse to public fund cases. The full impact of the Social Worker recruitment strategy is still to be reflected fully in changes to the type and number of Children Looked After placements with aspirations of both numbers declining further and there being greater use (and availability) of less expensive Internal foster carers. It is envisaged that this will also have an impact on the reduction of the use and cost of Agency Social Workers. There has also be a large forecasted increase on the Special Educational Needs and Disabilities children's equipment spend of £158,000. Further investigation on the varying cost drivers for this large increase are being sought from the Integrated Community Equipment Service . Direct Payments have seen a rise of £75,000 this month in predicted forecast. Further analysis of the increases are being looked into in order to provide a robust forecast for the year
Social Care South	13,930	(210)	13,720	14,541	821	
Social Care South - WES Traded Services	(20)	0	(20)	(61)	(41)	
Social Care Countywide	10,113	0	10,113	10,456	343	There continues to be a large forecasted over-spend of £203,000 on Children Looked After School Transport, plans to reduce this were delayed due to a legal ruling which has resulted in revised plans and consultations. Leaving care accommodation costs are also forecasting a large over-spend of £121,000 while Children Looked After placements (Internal / External Foster care & Residential) are overall forecasting to budget. The Adoption service is forecasting a £160,000 over-spend due to the loss of Hard to Place Grant. Although activity in this area is lower than last year, it is still more economical in the medium term to fund these adoption placements and their obvious benefits to the outcomes for this client group.
Family Support	6,832	0	6,832	6,700	(132)	Holding vacancies due to potential changes to the service following consultation on the future of the Children's Centres & savings.
Multi Agency Safeguarding Hub	1,786	1	1,787	1,928	141	The over-spend is due to the demand for staff within Child Sexual Exploitation team. Management is reviewing the work capacity within this service line but it seems unlikely that this over-spend can be reduced.
Principal & Education Social Work	149	171	320	255	(65)	
Service Development & Assurance (Children's)	1,717	86	1,803	1,746	(57)	
Net Service Spending	57,306	382	57,688	59,080	1,392	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.18 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	0		(2,077)	(2,077)		
Young Carers Contract	100	(50)		50		
Priority Families	930	(300)	0	630		
Traded	126		41	167		
0-5 Strategy For Children	844		629	1,473		
DSG	0		15	15		
Total	2,000	(350)	(1,392)	258	0	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
PG-CF-01	Reductions, savings and efficiencies in the operation of the Business Unit including a refocus of council-led parenting training, efficiency savings from the establishment of a regional adoption agency and fully integrating the Priority Families team into the management and operational structures of the Business Unit	359	200	308	508	508	568	568	This saving is being achieved via a range of efficiencies including general efficiencies, administrative staff efficiencies, reduction in agency workers, reduction in management capacity, service remodelling. The current shortfall is arising from: 1. An overspend in financial support for families at risk, reflecting increase in demand on 'no recourse to public funds'; legal advice is that we are constrained in the actions we can take to reduce this overspend. 2. An overspend identified by internal audit in costs of court ordered contact some of which we may be able to recover. 3. Some miscoding; steps are being taken to rectify. 4. Cost pressures in the Regional Adoption Agency (loss of central government grant for Hard to Reach children); As the project to Build the Family Hub Offer/ financial inclusion/stepped approach is developed, it is expected that it will support these OOP saving for 2018/19 and 2019/20.
PG-CF-02	Planned reduction in pre-court proceedings/processes leading to reduced disbursement costs	250	150	250	250	250	250	250	
PG-CF-04	Delivery of a reduction in the need for children to become or remain looked after in Warwickshire	408	208	408	2,600	2,600	5,200	5,200	
PG-CF-05	Children's Centres - a redesign of the service to reflect targeting support on those with greatest need	0	0	0	420	420	420	420	Because of the large number of responses to the public consultation (over 2000) and subsequent legal advice there has been a deferment of the Cabinet report until November. In addition a commitment has been made to avoid disrupting the 2 Help Offer. This also provides time and capacity to evaluate options arising as a result of the consultation. As a result a request has been made to re-profile the savings as a result of the planned implementation moving out 4 months to August 2018. This will involve negotiations with providers to try to mitigate costs of up to £93,000 per month.
PG-CF-06	Changes to the placement mix of Children Looked After and improved management of placements, including building on best practice to improve the numbers of women that go on to successfully parent or make a positive choice not to have further children and delivery of a specialist single placement foster care scheme	711	226	226	1,151	1,151	1,571	1,571	It has taken a longer lead-time than anticipated for the in-house fostering recruitment campaign to gain traction. We are therefore using a higher number of external agencies and there is a lower than anticipated number of internal foster placements. This has been mitigated by a lower use of residential care than anticipated. However this mitigation is going to be less effective going forward. A placement crisis in the Summer has led to an increase in the use of residential placements by 6 which will have a significant negative impact. This reflects a national issue. A bid has been made to re-profile these savings in anticipation of £500,000 slippage from 17/18 and an estimated further reduction in savings of £400,000 in 2018/19

E Children & Families

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
PG-CF-07	Savings in the commissioning of services including a reduction in external residential placement costs through a move to more collaborative provision and the development of a framework agreement to reduce the cost of psychological assessments	115	15	15	330	330	330	330	The 2017/18 savings are made up of: 1. £100,000 planned to come through the Bright Care contract, but this saving will not be delivered in 2017/18 as the contract award is not expected to be awarded until January 2018 with admissions from April 2018. (5 year block contract with a risk sharing/outcomes element built in for all the most complex children including Special Educational Needs and Disabilities). 2. £15,000 of the saving for 2017/18 is for the development of the framework agreement. In 2017/18 costs have come down but due to ending of placements rather than unit costs, also via an underutilised contract. Continued and future years savings are reliant on the success of the framework agreement with providers to reduce the cost of psychological assessments. This contract planned start was August 2017.
PG-CF-08	Increase the income generated from traded services including new income generation opportunities within the Child and Adolescent Mental Health Services contract	10	5	10	120	120	170	170	For 2017/18 Traded Services is achieving the £10k savings as anticipated. For 2018/19 savings of £100,000 are anticipated from youth interventions (pre-Child and Adolescent Mental Health Services) with a further £50,000 in 2019/20 following the award of the Child and Adolescent Mental Health Services contract to C&W Partnership Trust on a lead provider basis. Discussions are starting from Q3 2017/18 in preparation for 2018/19. This is in order to identify the interested subcontractors and to agree the pre-Child and Adolescent Mental Health Services interventions; the commissioning vehicle will also need to be agreed with the lead provider. These savings cannot be guaranteed at this stage.
PG-CF-09	Full year effect of existing savings and one-off under-spends to manage the phasing of savings relative to the need to spend.	436	436	436	161	161	167	167	
CF-OOP14-18	Children's Centres	0	0	0	700	700	700	700	See PG-CF-05.
PG-PPA-06	Reduction in the funding allocated to provide training for the Adults and Children's Safeguarding Boards	0	0	0	40	40	40	40	
PG-PPA-07	Integration of the support services provided to the Adult and Children's Safeguarding Boards	0	0	0	31	31	31	31	
	Total	2,289	1,240	1,653	6,311	6,311	9,447	9,447	
	Target		2,289	2,289		6,311		9,447	
	Remaining Shortfall/(Over Achievement)		1,049	636		0		0	

2017/18 to 2020/21 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11295000	Children and Families property adaptations, purchases and vehicles	11	120	120	150	401	11	120	120	150	401	0	0	
		11	120	120	150	401	11	120	120	150	401	0	0	

Social Care & Support - Pete Sidgwick
Strategic Director - Nigel Minns
Portfolio Holders - Councillor Caborn (Adult Social Care & Health)

2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	14,334	(4,677)	9,657	8,405	(1,252)	This is a combination of delays in implementing expenditure plans and also the level of some one-off expenditure plans being less than expected this year.
Disabilities	62,732	71	62,803	63,453	650	The overspend relates to Learning Disabilities, this is partially offset by an underspend in Physical Disabilities, under delivery of savings targets, particularly within residential care, is the primary reason for the overspend. A further key pressure for Learning Disabilities sits within the supported living service where there are higher package numbers than budgeted for at a slightly lower unit cost, the savings plans for supported living reviews are being fully implemented from this month and will be closely monitored. The pressure in Supported Living is partially offset by underspends within Homecare and Residential care where customers have transferred from these services. Budget pressures in Learning Disabilities also include young people transitioning to adult services.
Mental Health	8,400	0	8,400	7,723	(677)	There is an underspend forecast against S75 monies normally given to health, however this is contingent on agreement being reached about the reduction. If it is agreed it will be part of future year savings. There is £113,000 underspend on medical fees for Deprivation of Liberty Safeguarding. The acceptable level of outstanding assessments is being reviewed and it is likely that this underspend will be used to reduce them. The remaining underspend relates to staffing budgets due to the normal delays to recruitment and lower expenditure for homecare and are non-recurrent.
Practice Development	0	0	0	0	0	
Service Development and Assurance (Adults)	330	0	330	270	(60)	
Older People	41,229	586	41,815	43,301	1,486	Pressures on the service relate to Residential & Nursing and Direct Payments. Analysis of placements shows more packages/units of care are being supported at higher unit rates. The overspend is also in part to do with savings plans which are not fully expected to deliver in year. Pressures are being closely monitored as will be the impact on the services of increased Home Care rates currently being implemented.
Integrated Care	9,329	700	10,029	8,871	(1,158)	This underspend is mainly budget transferred to the Integrated Community Equipment Service to fund the Assistive Technology Pilot scheme. Service managers will ensure that the Period 7 forecast will reflect how much the Assistive Technology pilot will cost.
Net Service Spending	136,354	(3,320)	133,034	132,023	(1,011)	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.18 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	5,318	3,000	1,011	9,329		
Total	5,318	3,000	1,011	9,329	0	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
PG-SCS-01	Decommission the non-statutory additional dementia navigator and specialist support services contracts and decommission the stroke contract, ensuring the training offer and specifications of other external contracts include appropriate stroke support	212	212	212	212	212	212	212	Saving delivered
PG-SCS-02	Ensure residential care for people with a disability appropriately meeting need and is cost effective	317	15	50	317	50	317	50	Plans are delayed future years could be revised (resulting in late delivery)
PG-SCS-03	Ensure supported living services for people with a disability are appropriately meeting need and are cost effective	300	158	300	300	300	300	300	Savings on track
PG-SCS-04	Redesign contract arrangements for short breaks for people with disabilities, ensuring more consistent use of residential respite	0	0	0	332	0	723	0	The ASC MTFP for 2018/19 and 2019/20 fully mitigates the saving so treat as fully met i.e. RAG green
PG-SCS-05	Reshape the day opportunities offer for people with disabilities	200	27	30	200	30	200	30	Plans are delayed future years could be revised (resulting in late delivery)
PG-SCS-06	Ensure the personal budget offer is consistent and appropriate to need, including the use of the Resource Allocation System	200	0	0	724	352	1,002	500	This is dependant on the transformation programme in social care and therefore delivery has slipped into year 2. Year 1 saving is being managed within overall budget for social care. The ASC MTFP for 2018/19 and 2019/20 mitigates some of this saving and the plan for the remainder of the savings is still being scoped.
PG-SCS-07	Increased reliance on mainstream transport solutions to enable customers to access the services they need	0	0	0	165	0	408	0	There is a large risk around this saving and corporate support is being sought to deliver changes to how transport is delivered for adult and children's services - as the saving cannot be delivered by changes in practice in adults services alone
PG-SCS-08	Development of Reablement services	447	224	447	447	447	447	447	
PG-SCS-09	Maximise all customer charging opportunities	200	200	200	200	200	200	200	Saving delivered
PG-SCS-10	Occupational therapy - improve moving and handling training services	878	440	878	878	878	878	878	
PG-SCS-11	Service redesign for Social Care and Support teams (except Reablement - separate savings plan), reshaping the workforce to meet the future model of adult social care	239	239	239	789	0	1,428	550	Saving is likely to slip by one year and use of additional social care funding will be used to manage the higher staffing levels and help ensure delivery of Year 1 savings. The ASC MTFP for 2018/19 and 2019/20 mitigates 2018/19 savings and reduces 2019/20 saving. The plan for the remainder of the savings is still being scoped.
PG-SCS-12	Increase the range of reasonable cost services (e.g. Assistive Technology) to continue personalised approach to meeting needs within resources available to reduce the need for more expensive forms of care	300	300	300	300	300	300	300	Saving delivered
PG-SCS-13	Improved 'whole life' and transitions pathway for children with disability who grow up and need adult care services.	300	26	300	300	300	300	300	Delivery may be delayed further work being undertaken
PG-SCS-14	Develop care and support services within the County so people do not need to move out-of-county to receive specialist services	22	22	22	22	22	22	22	
PG-SCS-15	Management of the National Living Wage and inflation impacts through the development of a revised commissioning approach	1000	1000	1,000	2,100	2,100	2,100	2,100	
PG-SCS-16	Use alternative 24 hour care options e.g. extra care housing and supported living	423	423	423	1,092	1,092	1,717	1,717	On track. Additional avoided costs have been achieved
PG-SCS-17	Develop and shape community alternatives and improve social capital to reduce demand on statutory social care services - reducing the budget for commissioned services in line with a planned approach to developing community alternatives and local capacity, capacity building of existing and emerging third sector and informal organisations and securing strong connections between real and virtual sources of information so that self-help is the first option with a consequent reduction in demand.	0	0	0	960	960	1,980	280	Delivery of this plan remains a risk. The ASC MTFP for 2018/19 and 2019/20 mitigates some of the saving. Further work is needed to plan delivery.
PG-SCS-18	Alternative solutions for low level needs for home care e.g. assistive technology, information, advice and community resources	0	0	0	416	416	830	830	Plans are being finalised for the delivery of savings targets in 2018/19 and 2019/20
PG-SCS-19	Consideration of alternatives to day opportunities	0	0	0	701	0	1,402	0	The ASC MTFP for 2018/19 and 2019/20 fully mitigates the saving so treat as fully met i.e. RAG green
PG-SCS-20	Remodel direct payment employment support services	0	0	0	0	0	150	150	
PG-SCS-21	Reshaping the information and advice contract aimed at supporting people to return home safely from hospital	0	0	0	0	0	100	100	

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
PG-CF-03	Warwickshire Employment Services Team	280	280	280	280	140	280	280	There is a plan to tender the service by March 2018 with the service in place by September 2018. Mitigation is in place for 2017/18 and there is a potential shortfall of £140,000 for 2018/19
PG-PPA-01	Reduction in the planning and research functions supporting the delivery of adult social care services	25	25	25	25	25	25	25	Delivered
PG-PPA-06	Reduction in the funding allocated to provide training for the Adults and Children's Safeguarding Boards	0	0	0	40	40	40	40	
PG-PPA-07	Integration of the support services provided to the Adult and Children's Safeguarding Boards	0	0	0	30	0	30	0	Current uncertainty about how this will be delivered. Plan is under review
Total		5,343	3,591	4,706	10,830	7,864	15,391	9,311	
Target			5,343	5,343		10,830		15,391	
Remaining Shortfall/(Over Achievement)			1,752	637		2,966		6,080	Of this there is £5.205m which is mitigated by the ASC MTFP.

2017/18 to 2020/21 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10964000	CAF Development Team - Social Care IT 2010/11	0	350	0	0	350	0	50	300	0	350	(300)	0	The Change in spend profile is as a result of emerging transformation deliverables.
11555000	Extra Care Housing	0	0	2,000	1,000	3,000	0	0	2,000	1,000	3,000	0	0	
		0	350	2,000	1,000	3,350	0	50	2,300	1,000	3,350	(300)	0	

Risk Ref	Risk	Risk Owner	Last Review date	Gross Risk Rating	Existing Risk Action	Net Risk Rating	Further Risk Action
R0887	Demand for Services & Current market forces continue to put financial pressure on Disability Services	Pete Sidgwick	03/10/2017	12	<p>Programme of activity established to deliver changes required to help manage demand, costs and achieve efficiencies</p> <p>Further mitigation plans are being developed</p> <p>Review of demand and capacity undertaken identifying resources needed to achieve savings and efficiently manage demand</p>	12	<p>Review of Programme Activity</p> <p>A further review of the programme of activity is being undertaken including a detailed analysis to determine the pressure areas in Disabilities. This work will support with confirming the immediate priority areas and actions for the service that is deliverable.</p>

Strategic Commissioning - Chris Lewington

Strategic Director - Nigel Minns

Portfolio Holders - Councillor Caborn (Adult Social Care & Health) and Councillor Hayfield (Education & Learning)

2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	1,717	230	1,947	1,623	(324)	Reduced expenditure for project management and agency staff
Service Development and Assurance (Business and Systems)	2,362	(87)	2,275	1,196	(1,079)	The underspend relates to the Client System Review (Mosaic) project. The project has been funded from a number of sources and is forecast to underspend this year. It is planned to transfer the majority of the underspend to reserves to fund post project developments and support as planned and agreed with Programme Board.
All Age Disabilities	733	221	954	920	(34)	
Integrated Elderly Care	1,670	(200)	1,470	1,545	75	
Market Management and Quality	752	(29)	723	706	(17)	
Children's Commissioning	5,635	30	5,665	5,490	(175)	£128,000 underspend for Housing Support due to reduced funding for HEART and lower than expected contingency required. Further underspend for Child and Adolescent Mental Health Services of £50,000 against transition funding.
Net Service Spending	12,869	165	13,034	11,480	(1,554)	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.18 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	3,836		1,554	5,390		
DSG	0			0		
Total	3,836	0	1,554	5,390	0	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
PG-SCOM-01	Reduction in the Housing Related Support Programme through a further redesign of the service to ensure support is provided to the most vulnerable, supporting individuals to become more independent and self-sufficient. Review of contracts with a view to reducing costs/services, including decommissioning some specialist services and re-modelling and recommissioning generic housing related support services.	0	0	0	0	0	400	400	
PG-SCOM-02	Review of the necessary staffing levels to support the inspection / improvement activity across People Group with a view to reducing posts	120	60	120	120	120	120	120	
PG-SCOM-03	Review of the necessary staffing levels to support quality assurance and contract management functions across the business unit with a view to reducing posts	37	20	37	37	37	37	37	

H Strategic Commissioning

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
PG-SCOM-04	Reduce and reshape the staffing structure within the Business Unit and a reduction in programme and management support	203	103	203	252	252	374	374	
PG-SCOM-05	All Age Disabilities - commission only statutory advocacy services and redesign appointee services	104	52	104	153	153	153	153	
PG-SCOM-06	Integration of existing commissioning functions into a single commissioning service and generation of an income stream through joint commissioning with and on behalf of partner organisations	0	0	0	125	125	150	150	
SC-OOP14-18	Supporting People Programme - review of contracts with a view to reducing costs/services, including decommissioning some specialist services and re-modelling and recommissioning generic housing related support services	1,897	1897	1,897	1,897	1,897	1,897	1,897	
PG-PPA-02	Reduction in secretarial support for the senior management of the People Group through the release of a vacant post	24	24	24	24	24	24	24	
PG-PPA-03	Redistribution of project budgets across PPA.	126	126	126	126	126	126	126	
PG-PPA-04	Reduction in historic pension costs that will decline naturally over time	12	6	12	24	24	36	36	
PG-PPA-05	Reduction in the contingency and projects budget of the Business Unit and the delivery of a rationalised Head of Service structure once the redesign and transformation work has been delivered.	214	214	214	236	236	418	418	
PG-PPA-08	Rationalisation of the system supporting the Local Authority Designated Officer function with the main social care ICT systems to enable a saving in licensing costs and reductions in Google licence costs	0	0	0	4	4	24	24	
PG-PPA-09	Redesign of the support function for Care Records ICT Systems	0	0	0	65	65	65	65	Savings dependent on successful implementation of Mosaic within 2017/18 financial year.
PG-PPA-10	Reduction in business redesign and collaboration functions and funding for service specific learning and development activity	0	0	0	0	0	66	66	
Total		2,737	2,502	2,737	3,063	3,063	3,890	3,890	
Target			2,737	2,737		3,063		3,890	
Remaining Shortfall/(Over Achievement)			235	0		0		0	

2017/18 to 2020/21 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10608000	Mental Health Grant 2010/11	130	86	0	0	216	130	86	0	0	216	0	0	
11021000	Adult Social Care Modernisation & Capacity 2012-13	46	0	951	0	997	46	0	951	0	997	0	0	
11365000	Autism Capital Grant - Brain in Hand Assistive Technology	18	0	0	0	18	18	0	0	0	18	0	0	
11420000	Disabled Facilities Capital Grant	5,436	3,848	0	0	9,284	5,436	3,848	0	0	9,284	0	0	
11310000	Client Information Systems Review						2,132	1,507	555	0	4,194	1,507	4,194	Project transferred from Professional Practice and Assurance. Budget reduction of £260k made as post go live costs are now classified as revenue.
		5,630	3,935	951	0	10,516	7,762	5,442	1,506	0	14,710	1,507	4,194	

Risk Ref	Risk	Risk Owner	Last Review date	Gross Risk Rating	Existing Risk Action	Net Risk Rating	Further Risk Action
R0558	Poor data quality and sharing protocols not in place. Fragmented, incomplete and/or inaccurate data sharing protocol	Andy Morrall	31/07/2017	12	Lead for data sharing identified through BCF. Working groups across Health and Social Care established. NHS unique number trialled and in place for some client groups. Appendix E now being used for D2A projects and BCF. Update: IG workshop in place. National digital road map incorporated into workshop design. Update: Working Group have produced data sharing strategy across all health and care partners across Coventry & Warwickshire. Signed at this HWB Exec Team	12	Joint Data Sharing Strategy in place.

Customer Services - Kushal Birla
Strategic Director - David Carter
Portfolio Holders - Councillor Kaur (Customer & Transformation)

2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Marketing and Communications	355		355	353	(2)	
Customer Service Centre	2,410		2,410	2,349	(61)	This Service has a number of vacancies - difficulties are being experienced in recruiting appropriate calibre of staff
Customer Relations	234		234	234	0	
Face to Face (including Libraries and Registration Service)	3,911		3,911	3,951	40	Under recovery of income in the Registration Service - marketing plan in place to promote the Service
Head of Service and Business Unit Projects	743		743	751	8	
E Services and Business Development	776		776	772	(4)	
Family Information Service	157		157	157	0	
Traded Services - Educational	(37)		(37)	(36)	1	
Traded Services - Non Educational	0		0		0	
Net Service Spending	8,549	0	8,549	8,531	(18)	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.18 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	102	(102)		0		
Phasing of Libraries Sunday opening for 2017/2018	54	(54)		0		
Corporate Customer Journey Programme	259		(21)	238		
Warwickshire Local Welfare Scheme	714		39	753		
Total	1,129	(156)	18	991	0	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
RG-CS-01	Reduction in the staff supporting the senior management of the Business Unit.	30		30	30		30		
RG-CS-02	Increase income from the Registration Service	100		48	110		145		A marketing plan in place to increase income generation
RG-CS-03	Reduction in the resources available to undertake projects within Customer Services	30		30	30		30		
RG-CS-04	Implementation of the Digital by Default Programme by reducing opening hours and reducing the demand placed on the Customer Service Centre and face to face outlets.	196		196	196		196		
RG-CS-05	Reduction in Library and One Stop Shop management and support staff consistent with the restructure and redesign of these services	0			0		90		
Total		356	0	304	366	0	491	0	
Target			356	356		366		491	
Remaining Shortfall/(Over Achievement)			356	52		366		491	

2017/18 to 2020/21 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10155000	Improve Customer Experience in Council Buildings and DDA Works 2009/10	66	0	0	186	252	66	0	0	186	252	0	0	
10645000	One-Stop Shops Expansion Programme 2009/10	70	0	0	132	203	70	112	0	21	203	112	0	Library refurb costs now covered by this project - transferred from 11040000
11040000	Improving the Customer Experience/One Front Door Improvements	225	234	0	2,588	3,046	225	134	161	2,153	2,673	(100)	(374)	Remodelling work now being covered by project 10645000 100,000 in year, £319,880 transferred 11134000 Old Shire Hall Steve Smith report
11293000	Community Information Hubs	59	0	0	50	109	59	0	0	50	109	0	0	
11422000	Stratford Library – Registrars Accommodation Works and Library Alterations	94	226	0	0	320	94	280	0	0	374	54	54	Forecast increase due to additional works for asbestos removal and remedial works, previously funded by Head of Property Services. £54,000 financed from One front door 11040000.
		514	461	0	2,955	3,929	514	526	161	2,408	3,610	66	(320)	

Finance - John Betts
Strategic Director - David Carter
Portfolio Holders - Councillor Butlin (Finance & Governance)

2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	224		224	289	65	Minor overspend mainly from additional one-off investment on Finance transformation work, incurred in the knowledge of compensating underspends elsewhere within the Business Unit.
Corporate Finance & Advice and Resources Local Finance	1,129		1,129	1,128	(1)	
Treasury, Exchequers, Financial Systems, Pensions & Schools Traded	27		27	117	90	This overspend is largely due to the need to agree a Service Level Agreement with the Pension Fund that better identifies the actual consumption of support services in supporting it (and which it is appropriate to recharge to it). The plan is to resolve this before the end of the financial year.
Communities Group and Fire and Rescue Local Finance, Procurement	649	7	656	607	(49)	This is a combination of minor underspends, including more income from procurement than originally planned.
People Group Local Finance, Financial Benefits and Advice	1,728	90	1,818	1,684	(134)	This underspend is mainly due to vacancies and the length of time taken to recruit replacements (the service is experiencing a higher level of turnover than normal and some grades are proving very difficult to fill).
Traded Services - Education	(237)		(237)	(265)	(28)	This is a combination of additional income being generated and an underspend on staffing due to delays in replacing staff.
Traded Services - Non Education	0		0	0	0	
Net Service Spending	3,520	97	3,617	3,560	(57)	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.18 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	274		78	352		
Finance - Service Improvement Projects	325			325		
Finance Training Reserve	95		(21)	74		
Total	694	0	57	751	0	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
RG-FIN-01	The service will make the final payment to repay borrowing to pay for the Council's financial system (Agresso) and so can release the budget as an ongoing saving.	150	150	150	150	150	150	150	
RG-FIN-02	The procurement team will prioritise additional service activity to target additional income from contract rebates	60	60	60	60	60	60	60	
RG-FIN-03	Better use of financial systems to generate efficiencies, maximise income and minimise transaction costs.	249	249	249	249	249	249	249	
RG-FIN-04	The service will reduce the number of staff it employs to support both service managers and Elected Members for budget setting, quarterly financial monitoring and final accounts, by focussing more on training and on-line support and redesigning services to improve the "financial literacy" of the organisation.	165	165	165	200	200	205	205	
RG-FIN-05	The service will reduce the need for current staffing capacity by focussing on greater use of standardised processing of transactions, less manual intervention and exploring the benefits of a broader transactional service across the organisation.	0	0	0	30	30	120	120	
	Total	624	624	624	689	689	784	784	
	Target		624	624		689		784	
	Remaining Shortfall/(Over Achievement)		0	0		0		0	

Human Resources & Organisational Development - Sarah Duxbury
Strategic Director - David Carter
Portfolio Holders - Councillor Kaur (Customer & Transformation)

2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Employee Relationships	1,403		1,403	1,311	(92)	Underspend mainly attributed to staffing vacancies/ maternity leave not being backfilled as soon preferred.
Human Resources Service Centre	2,427		2,427	2,552	125	The overspend is due to additional staffing costs incurred to help support the implementation of Your HR. Additional resource time has been required for the testing, parallel running and implementation of the system into business as usual. It has been agreed to use underspends elsewhere in the business unit to help cover these additional costs. Budget spend on this project is being monitored through the Project Board arrangements.
Business Partners and Learning and Organisational Development	1,648	23	1,671	1,695	24	Agreed overspend for additional HR Consultant supporting transformation activity
Human Resources Head of Service and Internal Apprenticeship Programme	703		703	515	(188)	Early delivery of savings and Head of Service budget allocation
Traded Services - Education	(119)		(119)	(143)	(24)	Increased income and reduced expenditure in relation to advisory service trading
Traded Services - Non Education	38		38	39	1	
Net Service Spending	6,100	23	6,123	5,969	(154)	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.18 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	537		98	635		To be kept in reserves to support transformation (including Your HR) if required
Human Resources - Service Improvement Projects	30			30		
Growing for Growth Apprenticeship Scheme	711	(557)	56	210		
Total	1,278	(557)	154	875	0	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
RG-HR-01	Reduction in the Business Unit's management team as a result of a reorganisation of operational teams across the service	60	60	60	60	60	60	60	
RG-HR-02	Re-design HR Business Partnership Service and reduce capacity. Reduce the spend on the corporately funded learning menu.	68	68	68	68	68	68	68	
RG-HR-03	Redesign employee relations (including HR and equalities and diversity advisory services), policy development and manage demand by increasing self-service	40	40	40	40	40	40	40	
RG-HR-04	Reduction in agency / temp staff spend in HRSC	34	34	34	34	34	34	34	
RG-HR-05	Workforce Strategy and Organisational Development Service - Redesign the service reducing management and team capacity; streamlining learning and development processes with the HR Service Centre and reducing spend on corporately funded learning.	111	111	111	138	138	187	187	
RG-HR-06	Implement a new HR and payroll system to replace HRMS and restructure the HR Service Centre. This will include the review of charges for all external customers	0	0	0	0	0	229	229	
RG-HR-07	The purchase of the new HR and payroll system will provide an alternative learning management and e-learning option resulting in the decommissioning of WILMA and a reduction in the current licence costs.	0	0	0	0	0	31	31	
RG-HR-08	Employee welfare - Review the employee welfare service, including seeking a more cost effective provider of staff care and a reduction of support to managers in health and safety and well-being.	0	0	0	48	48	48	48	
	Total	313	313	313	388	388	697	697	
	Target		313	313		388		697	
	Remaining Shortfall/(Over Achievement)		0	0		0		0	

ICT Services - Tricia Morrison
Strategic Director - David Carter
Portfolio Holders - Councillor Kaur (Customer & Transformation)

2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/(Under) £'000	Reason for Variation and Management Action
Head of Service	259		259	255	(4)	
Members Support	35		35	31	(4)	
Strategy and Programme and Innovation	1,012		1,012	1,009	(3)	
Corporate ICT Development	1,277		1,277	1,250	(27)	Variation is to be used for additional investment in corporate ICT development projects. Projects are to be agreed by Corporate Board
Customer and Supplier Services	1,433		1,433	1,394	(39)	Variation is due to staff vacancies. The plan is to use this to support the shortfall in the Warwickshire Education Service surplus target
Production Services	3,155		3,155	3,167	12	
Systems Design and Architecture	1,088		1,088	1,044	(44)	Variation is due to staff vacancies. The plan is to use this to support the shortfall in the Warwickshire Education Service surplus target
Network Services	1,036	(215)	821	800	(21)	Variation is due to staff vacancies.
Information Management	359		359	342	(17)	
Traded Services - Education	(303)		(303)	(147)	156	The schools service will not be able to deliver their full trading target, this position has been anticipated since the start of the year. Planning for any under delivery to be covered by utilising underspends in other areas of Information Assets
Net Service Spending	9,351	(215)	9,136	9,145	9	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.18 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Information Assets - Savings	188	(188)	(9)	(9)		
Going for Growth - BDUK	589	(805)		(216)		
Total	777	(993)	(9)	(225)	0	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
RG-IA-01	Release of the trading surplus delivered by the Schools ICT Service	200	147	200	200	200	200	200	
RG-IA-02	Make saving in the use of the Corporate ICT Development Budget by seeking to use either fixed term contract/student placements as an alternative to some of the contractor approaches currently employed. This should allow us to make a saving without a reduction in the quality and output of the service.	150	150	150	150	150	150	150	
RG-IA-03	Reduction in spend on specification, building, procurement, implementation, support and enhancement of information systems	117	117	117	117	117	117	117	
RG-IA-04	Reduction in the cost of maintaining the availability of the core ICT infrastructure equipment and services that deliver our ICT systems and access to systems, including some 24x7 availability, when required by services.	50	50	50	50	50	50	50	
RG-IA-05	Reduction in the scale and approach of the service that provides a single point of contact for IT support queries to assist staff and Elected Members with ICT problems	146	146	146	146	146	146	146	
RG-IA-06	Reduction in spend on designing, managing and implementing ICT programmes and projects that improve service delivery through the effective use of ICT and process redesign	58	58	58	58	58	58	58	
RG-IA-07	Reduction in the cost of the management, the technical development/build and deployment of personal computing devices	35	35	35	35	35	35	35	
RG-IA-08	Savings associated with the provision of ICT training to ensure that staff have the appropriate skills and knowledge to allow them to make best use of the Authority's ICT facilities.	43	43	43	43	43	43	43	
RG-IA-09	Scale back the records management service that provides advice to seek to ensure that corporate documents and records are correctly classified, tagged, stored and disposed of	17	17	17	17	17	17	17	
RG-IA-10	Savings in the costs associated with the management of the Information Assets Service. This includes options to rationalise the management structure associated with the refocused operational activity and a more commissioning style structure. It also includes an option to offer staff alternative working arrangements such as reduced hours.	116	116	116	174	174	239	239	
RG-IA-11	Reduction in the costs associated with the management and support of the ICT Infrastructure equipment that is used to deliver our ICT systems and related facilities. This includes savings associated with the introduction of a new modern telephony service, further contract benefits and adoption of a capital approach for some projects/products.	170	170	170	280	280	380	380	
RG-IA-12	Reduction in the funding associated with the provision of ICT Help Desk and Support Services, and a further reduction in the volume and costs of the personal computing facilities provided to staff and elected members.	0	0	0	145	145	285	285	
RG-IA-13	Savings in the staffing budget for the Strategy, Programme and Information Team as Project and Programme management support capacity is reduced as part of the general reduction in size of the Council.	0	0	0	50	50	150	150	
	Total	1,102	1,049	1,102	1,465	1,465	1,870	1,870	
	Target		1,102	1,102		1,465		1,870	
	Remaining Shortfall/(Over Achievement)		53	0		0		0	

2017/18 to 2020/21 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10363000	Property Systems Development	329	35	0	0	364	329	0	0	0	329	(35)	(35)	Expenditure for this project is now being reported from 11606000 - 2017/18 ICT Software Development
11121000	Development of Rural Broadband	11,559	7,078	8,084	10,449	37,170	11,559	7,048	8,084	10,479	37,170	(30)	0	
11465000	WCC Information Assets Purchases (multiple years)	546	373	428	400	1,746	546	373	428	400	1,746	0	0	
11606000	2017-18 ICT Software Development	0	0	0	0	0	0	622	0	0	622	622	622	Newly approved - all revenue funded
		12,434	7,486	8,512	10,849	39,280	12,434	8,042	8,512	10,879	39,867	557	587	

Law & Governance - Sarah Duxbury
Strategic Director - David Carter
Portfolio Holders - Councillor Kaur (Customer & Transformation)

2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Democratic Services	525		525	472	(53)	Staff vacancies. Current underspend may be utilised in relation to new audio / web streaming systems
Insurance, Internal Audit and Risk Management	578		578	578	(0)	
Law & Governance Administration	96		96	96	0	
Legal Core	409		409	455	46	Expected outturn position based on work up until Q2. It is expected that this level of work will continue for 2017.
Traded Services - Educational	(96)		(96)	(73)	23	Costs of delivering the WES service have increased slightly compared to last year this time. In addition, there has been a small reduction in subscription rates. Marketing exercise with schools is to be conducted during this academic year.
Traded Services - Non Educational	(635)		(635)	(797)	(162)	External income above budget
Net Service Spending	878	0	878	731	(147)	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.18 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	105	(105)	147	147		
Warwickshire Counter Fraud Partnership	36	(16)		20		
Total	141	(121)	147	167	0	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
RG-LG-01	Increase External Income Potential through Legal Services	8	8	8	8	8	8	8	
RG-LG-02	Internal Audit - Savings achieved through streamlining processes and restructure of service	35	35	35	55	55	55	55	
RG-LG-03	Increased surplus from external legal work - combination of reducing operating costs, increasing utilisation and delivering more external hours to external customers at increased hourly rates.	22	22	22	51	51	85	85	
	Total	65	65	65	114	114	148	148	
	Target		65	65		114		148	
	Remaining Shortfall/(Over Achievement)		0	0		0		0	

Performance - Tricia Morrison
Strategic Director - David Carter
Portfolio Holders - Councillor Kaur (Customer & Transformation)

2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Insight	1,192	12	1,204	1,211	7	
Transformation Assurance & Performance	952	438	1,390	1,308	(82)	Variation due to staff vacancies, recruitment is underway
Performance Administration	259	140	399	356	(43)	Underspend on staffing costs
Business Improvement & Support	459		459	455	(4)	
Commercial Enterprise	243		243	246	3	
Resources Transformation	302	224	526	965	439	Fixed Term and agency staff to be funded from the Resources Group Transformation Fund
Net Service Spending	3,407	814	4,221	4,541	320	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.18 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	222	(222)	(320)	(320)		Request to use £439,000 of the Resources Group Transformation Fund is included in Annex Q (Other Services)
Total	222	(222)	(320)	(320)	0	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
RG-PE-01	Reduction of management team as a result of the release of a vacant post	70	70	70	70	70	70	70	
RG-PE-02	Reduction in the cost of providing a commissioning and business intelligence service through the release of a vacant post	20	20	20	20	20	20	20	
RG-PE-03	Reduction in management and operational capacity through streamlining processes and redesigning the service.	0			45	45	90	90	
RG-PE-04	Reduction in software tools and procured data sets which are used to provide insight and intelligence in support of transformation and service delivery for the Council.	0			10	10	20	20	
	Total	90	90	90	145	145	200	200	
	Target		90	90		145		200	
	Remaining Shortfall/(Over Achievement)		0	0		0		0	

Property Services - Steve Smith
Strategic Director - David Carter
Portfolio Holders - Councillor Butlin (Finance & Property)

2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Physical Assets General	1,025	(1)	1,024	1,110	86	Reliant upon redundancy cost being covered by WES Surplus. Capital contribution of £85,000 to Old Shire Hall
Construction Services	1,448	(1)	1,447	1,447	(0)	
Facilities Management	8,650	1	8,651	8,647	(4)	Reductions in costs of Energy, Rent & Rates and Car Parks plus savings from a team manager post unlikely to be filled in 2017/18. Underspends are offset by a capital contribution of £146,000 to Old Shire Hall
Estates and Smallholdings	(754)	0	(754)	(979)	(225)	Underspends from team manager vacancy and additional underspends identified from August review of PRP Programme.
Asset Strategy	261	0	261	297	36	Staff restructure savings offset by consultancy costs
Property Rationalisation Savings	(826)	1	(825)	(830)	(5)	
Traded Services - Education	(1,158)	100	(1,057)	(1,057)	0	£100,000 was drawn down from the Catering Equalisation account to achieve the Catering surplus target and therefore ensure funding is available to deliver the Business Unit's wider agenda.
Traded Services - Non Education	(178)	1	(178)	(178)	(0)	
Net Service Spending	8,468	102	8,570	8,457	(112)	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.18 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	0		112	112		
Community Energy scheme	94	(94)	0	0		
Catering Equalisation Account	401	(100)	0	301		
Total	495	(194)	112	413	0	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
RG-PA-01	Reduction in the running costs of property as a consequence of Property Rationalisation	406	406	406	406	406	406	406	
RG-PA-02	Reduce property costs in Stratford by moving from Elizabeth House to smaller alternative premises	154	154	154	154	154	154	154	
RG-PA-03	Reduction in the Council's borrowing costs as a result of using capital receipts from the sale of land and buildings (both urban sites and smallholdings) to reduce long term debt	750	0	750	1,250	1,250	1,640	1,640	
RG-PA-04	Reductions in WCC's landlord maintenance budget commensurate with the reduction in property holdings	220	220	220	270	270	320	320	

O Property Services

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
RG-PA-05	Reduction in the cost of corporate cleaning and catering through changes to specifications and working practices	77	77	77	77	77	77	77	
RG-PA-06	Deliver a 2nd phase of Property Rationalisation known as PRP2 which will see a reduction in the number of Council buildings and their associated running costs	550	0	550	500	500	500	500	
RG-PA-07	Reduce property costs in Warwick by vacating the Barrack Street block and accommodating staff in other existing premises	0	0	0	0	0	250	250	
Total		2,157	857	2,157	2,657	2,657	3,347	3,347	
Target			2,157	2,157		2,657		3,347	
Remaining Shortfall/(Over Achievement)			1,300	0		0		0	

2017/18 to 2020/21 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action	
		Earlier Years	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £'000	Total £ 000's	Earlier Years	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's		
Building & Construction															
11134000	Wark Shire Hall - Refurb Of Old Shire Hall	281	469	0	0	750	281	1,405	0	0	1,686	936	936	Scope of works expanded to address improvements in ventilation, heating, fire alarms, external works and kitchen improvements. Funded from transfers from 11040000 £319k, 11286000 £355k, 10592000 £30k and £231k revenue contribution	
Special Projects															
11432000	Multi Agency Safeguarding Hub (MASH) accommodation works	938	57	0	0	995	938	57	0	0	995	0	0		
Estates															
10971000	Wark Aylesford Flood Alleviation Scheme - Contbtn	739	0	174.5	-	914	739	0	175	0	914	0	0		
10972000	Planning Consent For Europa Way	531	0	0	0	531	531	0	0	0	531	0	0		
11400000	Globe House Alcester - Remodelling of Globe House	211	29	0	0	240	211	29	0	0	240	0	0		
11440000	Strategic Site Planning applications	884	506	0	0	1,390	884	506	0	0	1,390	0	0		
11503000	Planning Consent re the disposal of Dunchurch depot	10	70	0	0	80	10	70	0	0	80	0	0		
Property Rationalisation Programme															
11041000	Rationalisation Of The Council's Property	717	162	0	0	879	717	162	0	0	879	0	0		
11335000	Rationalisation of County Storage	2,788	1,612	0	0	4,400	2,788	1,612	0	0	4,400	0	0		
11338000	Re-wire & refurbishment of Pound Lane	501	0	0	0	501	501	0	0	0	501	0	0		
11532000	Saltway Centre Stratford upon Avon	524	0	0	0	524	524	0	0	0	524	0	0		
Structural Maintenance															
11037000	Non Schools Planned Capital Building Mech & Elect Maintenance 2013/14	2,617	1,995	0	0	2,618	2,617	2	0	0	2,618	0	0		
11039000	Schools - Planned Capital Building, Mechanical & Electrical backlog maintenance 2013-14	6,028	0	0	0	6,028	6,028	0	0	0	6,028	0	0		
11142000	Non Schools Asb & Safe Water Remedials 2014/15	213	7	0	0	221	213	7	0	0	221	0	0		
11143000	Schools Asbestos & Safe Water Remedials 2014/15	1,326	26	0	0	1,352	1,326	26	0	0	1,352	0	0		
11145000	Schools Planned Bldg, Mech & Elect Backlog 2014/15	5,741	145	0	0	5,886	5,741	145	0	0	5,886	0	0		

O Property Services

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £'000	Total £ 000's	Earlier Years	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11224000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2015/16	376	5	0	0	381	376	5	0	0	381	0	0	
11225000	Schools Asbestos & Safe Water Remedials 2015/16	1,235	0	0	0	1,235	1,235	0	0	0	1,235	0	0	
11283000	Non Schools Asb & Safe Water Remedials 2016/17	196	114	0	0	310	196	114	0	0	310	0	0	
11284000	Non Schools Asb & Safe Water Remedials 2017/18	0	360	0	0	360	-	360	0	0	360	0	0	
11285000	Non Sch - Planned Bldg, Mech & Elect Backlog 2016/17	2,047	14	0	0	2,060	2,047	14	0	0	2,060	0	0	
11286000	Non Sch - Planned Bldg, Mech & Elect Backlog 2017/18	0	2,034	0	0	2,034	-	1,679	0	0	1,679	(355)	(355)	Transfer to 11134000 for Old Shire Hall
11287000	Schools Asbestos & Safe Water Remedials 2016/17	1,251	(11)	0	0	1,240	1,251	(11)	0	0	1,240	0	0	
11288000	Schools Asbestos & Safe Water Remedials 2017/18	0	770	0	0	770	-	770	0	0	770	0	0	
11289000	Schools Planned Bldg, Mech & Elect Backlog 2016/17	5,520	(122)	0	0	5,398	5,520	(122)	0	0	5,398	0	0	
11290000	Schools Planned Bldg, Mech & Elect Backlog 2017/18	0	7,070	0	0	7,070	-	7,070	0	0	7,070	0	0	
11442000	Non Schools Asb & Safe Water Remedials 2018/19	0	0	325	0	325	-	0	325	0	325	0	0	
11443000	Non Sch - Planned Bldg, Mech & Elect Backlog 2018/19	0	0	2,122	0	2,122	-	0	2,122	0	2,122	0	0	
11444000	Schools Asbestos & Safe Water Remedials 2018/19	0	0	731	0	731	-	0	731	0	731	0	0	
11445000	Schools Planned Bldg, Mech & Elect Backlog 2018/19	0	0	3,431	0	3,431	-	0	3,431	0	3,431	0	0	
11538000	Non Schools Asb & Safe Water Remedials 2019/20	0	0	0	325	325	-	0	0	325	325	0	0	
11539000	Non Sch - Planned Bldg, Mech & Elect Backlog 2019/20	0	0	0	2,122	2,122	-	0	0	2,122	2,122	0	0	
11540000	Schools Asbestos & Safe Water Remedials 2019/20	0	0	0	731	731	-	0	0	731	731	0	0	
11541000	Schools Planned Bldg, Mech & Elect Backlog 2019/20	0	0	0	3,431	3,431	-	0	0	3,431	3,431	0	0	
Facilities														
10592000	Small Scale Reactive / Minor Improvements County-Wide	443	40	38,191	0	521	443	10	38	0	491	(30)	(30)	Transfer to 11134000 for Old Shire Hall
11318000	Universal Free School Meals Programme	1,156	50	0	0	1,206	1,156	50	0	0	1,206	0	0	
Energy														
10400000	Climate Change 2009/10	179	48	0	0	227	179	48	0	0	227	0	0	
11136000	Various Properties - Renewable Energy	240	0	0	995	1,235	240	0	0	995	1,235	0	0	
11561000	Dunsmore Home Farm, Clifton on Dunsmore - Ground Mounted Solar	0	0	3,600	1,630	5,230	-	0	3,600	1,630	5,230	0	0	
11562000	Former Landfill site - Stockton	0	0	0	0	0	-	0	0	0	0	0	0	
Smallholdings														
11291000	Rural Services Capital Maintenance 2016/17	561	268	0	0	829	561	268	0	0	829	0	0	
11292000	Rural Services Capital Maintenance 2017/18	0	519	0	0	519	-	519	0	0	519	0	0	
11446000	Rural Services Capital Maintenance 2018/19	0	0	496	0	496	-	0	496	0	496	0	0	
11542000	Rural Services Capital Maintenance 2019/20	0	0	0	496	496	-	0	0	496	496	0	0	
		37,255	14,242	10,918	9,730	72,144	37,255	14,793	10,918	9,730	72,695	551	551	

Fire - Rob Moyney
Strategic Director - Andy Hickmott
Portfolio Holders - Councillor Roberts (Fire and Community Safety)

2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Service Delivery - Operational Response	10,020		10,020	10,581	561	The operational response budget forecast has increased by £203,000 since the first quarter, this is due to the continued use of a business continuity pool to maintain operational availability resulting from staff vacancies and sickness. This is anticipated to reduce significantly in quarter 3 as the Service sees the introduction of new recruits into its establishment. Also factored in at this stage is the potential 2% pay rise for staff which is calculated at £90,000.
Service Delivery - Planning and Protection	810		810	843	33	The Service is endeavouring to address some of its capacity pressures caused by the recruitment and retention of key staff. To address this the Service is putting in place additional temporary posts which will be planned to be funded by service savings reserves.
Service Delivery - Fire Control	765		765	746	(19)	A contribution from the government funded Joint Control Programme for work carried out by Fire Control Staff has resulted in a small underspend.
Service Delivery - Prevention	630	(43)	587	605	18	The overspends in this area result from continuing delivery of the Heatshield project training to schools, in partnership with Public Health, and also to focus a dedicated resource to reduce arson across the County. Both items are planned to be funded by service savings reserves.
Service Support - Technical Support	2,125	181	2,306	2,315	9	Additional uniform and other operational equipment has resulted in a one off overspend, this will be netted off against underspends in the Transport budget following a repayment of self financed borrowing.
Service Support - Training & Development	1,444	41	1,485	1,819	334	The Training & Development budget forecast has increased by £219,000 due to the associated costs of training the new recruits and the additional capacity required within the training team to deliver the necessary operational courses; these are planned to be funded from service savings reserves.
Service Improvement - Business Transformation & Projects	342		342	747	405	The Service Improvement budget forecast for business transformation and projects has increased by £136,000 since the first quarter, there are planned overspends of £204,000 on the Joint Control Programme, £26,000 on Emergency Services Network programme and £47,000 on the project to replace ICT systems which will be met from reserves set aside for these purposes. The remainder is the result of additional temporary posts to provide extra capacity to support these projects to completion. The remaining overspend is planned to be funded from service savings reserves.
Brigade Management	565		565	572	7	
Service Support - HR, IT, Finance & Pensions	1,837		1,837	1,749	(88)	If, as expected, there are no ill health retirements during 2017/18, the pension budget will be £162,000 underspent. One off expenditure of £75,000 is planned to be funded from service savings.
Net Service Spending	18,538	179	18,717	19,977	1,260	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.18 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Pensions Reserve	762	(495)		267		
Operational Training	198		(198)	0		
RSFRS Project	132			132		
Emergency Services Mobile Communications Plan	545			545		
Fire Control Project	279		(204)	75		
Service Savings Reserve	821	495	(858)	458		
Total	2,737	0	(1,260)	1,477	0	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
FR-FR-01	Implement a new response model	353	353	353	353	353	353	353	
FR-FR-02	A reduction in fire engines, clothing, protective equipment, operational equipment and training in line with the reduction in staff numbers	15	15	15	15	15	15	15	
FR-FR-03	Implementation of alternative arrangements for the Service's Fire Control, working with a partner agency	0	0	0	300	300	300	300	
FR-FR-04	Merger of Warwickshire Fire and Rescue Service (FRS) with another FRS or alliance/strategic collaborative partnership of Warwickshire FRS with another Blue Light organisation or commission Warwickshire FRS to a neighbouring Fire Authority	0	0	0	0	0	2,000	0	
	Total	368	368	368	668	668	2,668	668	
	Target		368	368		668		2668	
	Remaining Shortfall/(Over Achievement)		0	0		0		2,000	

2017/18 to 2020/21 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11584000	Vehicle Replacement Programme 2017/18	0	11	0	0	11	0	200	0	0	200	189	189	
Sub Total - F&R Self Financing Projects		0	11	0	0	11	0	200	0	0	200	189	189	
11300000	Equipment for new Fire Appliances 2017/18	0	165	0	-	165	0	165	0	0	165	0	0	
11448000	Equipment for new Fire Appliances 2018/19	0	0	120	-	120	0	0	120	0	120	0	0	
11544000	Equipment for new Fire Appliances 2019/20	0	0	0	120	120	0	0	0	120	120	0	0	
Sub Total - Projects Funded from Corporate Resources		0	165	120	120	405	0	165	120	120	405	0	0	
11229000	Refurbishment of Leamington Fire Station	1,118	1,920	0	-	3,038	1,118	1,939	0	0	3,057	19	19	
11373000	Response Location - Gaydon	761	15	0	-	776	761	15	0	0	776	0	0	
11374000	Training Centre - New Build	655	1,860	5,363	-	7,878	655	1,110	6,113	0	7,878	(750)	0	Delays in planning permission have resulted in construction start date being revised to April 2018.
11600000	WFRS Water Training Facility	0	0	0	-	0	0	0	500	0	500	0	500	New CIF bid approved July 2017 - construction not due to begin on site until April 2018
11601000	Fire & Rescue HQ Leamington Spa	0	0	0	-	0	0	0	2,402	0	2,402	0	2,402	New Capital Investment Fund allocation approved July 2017 for Fire HQ Refurbishment
Sub Total - F&R Future Estate Project		2,534	3,795	5,363	0	11,692	2,534	3,064	9,015	0	14,613	(731)	2,921	
11154000	Warwickshire Fire Control Provision - Funded from CLG Fire Control Grant	779	67	0	0	847	779	67	0	0	847	0	0	
Sub Total - Fire Control Project		779	67	0	0	847	779	67	0	0	847	0	0	
Grand Total		3,313	4,039	5,483	120	12,955	3,313	3,497	9,135	120	16,065	(542)	3,110	

Risk Ref	Risk	Risk Owner	Last Review date	Gross Risk Rating	Existing Risk Action	Net Risk Rating	Further Risk Action
R0890	N/WFRS not achieving the aims and objectives within the Fire Control Project A & B scopes and/or failing to achieve system functionality by November 2017 deadline.	DCFO Rob Moyney	06/10/2017	12	<p>1. Single programme board has been established with responsibility for delivering the Control Programme, with an AC providing daily supervision and scrutiny.</p> <p>2. Project risk registers for Command and Control project workstreams populated with emerging risks.</p> <p>3. Warwickshire and Northamptonshire have had separate control program boards with officers from both services attending and reporting into both boards. It has now been agreed to move to one main decision making board.</p> <p>4. Improved communications established with Capita through programme board.</p> <p>5. Capita reporting to project board with confirmed revised schedule to complete project by an agreed date.</p> <p>6. Business Continuity arrangements as set out in R0901.</p> <p>7. Regular meetings between Board members and senior Capita managers to identify issues and risks and ensure sufficient resources are in place and milestones are being achieved. Variations to agreed milestones are agreed by DCFO if appropriate.</p> <p>8. Weekly meetings between DCFO, Lead AC and Project Manager to review progress.</p> <p>9. Weekly stakeholder meetings within WFRS, led by AC and Project Manager.</p> <p>10. Reporting by exception to the Home Office leads.</p> <p>11. Request for specific dedicated resource from CAPITA to assist with completion of project.</p> <p>12. Review Current payment schedule, particularly SAT and UAT contract and payment milestones.</p> <p>13. Legal letter to Capita re changes to SAT and UAT contract and payment milestones.</p> <p>14. Calculate and collate budget pressures incurred as a result of project delays</p> <p>15. Legal advice taken around contractual arrangements with Capita and possibility of obtaining compensation.</p> <p>16. Some interim payments upheld until full system functionality is confirmed by NWFRS.</p>	12	<p>1. Continue to take legal advice around contractual arrangements with Capita.</p> <p>2. Continue to take legal advice around possibility of obtaining compensation from Capita.</p> <p>3. Withhold final payment until full system functionality is confirmed by NWFRS.</p>
R0888	Inability to keep our communities safe from harm	The Chief Fire Officer	04/10/2017	16	<p>Current senior officer oversight manages the performance of the Fire Service to ensure that any changes maintain a safe, effective and resilient Fire and Rescue capability.</p> <p>The Fire Service maintains departmental, programme and business unit risk registers which are reviewed monthly.</p> <p>The Fire Service has a Command Assurance Officer to highlight any specific areas of operational risk.</p> <p>A cross party working group supports the development of options and informs Fire Authority Members on any emerging issues -senior officers maintain an open dialogue with Fire Authority members on any emerging issues.</p> <p>Corporate Business Continuity Plan and Policy approved by Corporate Board.</p> <p>An Integrated Risk Management Plan has been drafted and consultation with the public completed. This will form our final IRMP which will propose recommendations for managing the Fire and Rescue within its resources and budget.</p> <p>Links between the WCC Emergency Plan and corporate Business Continuity Plan are in place to respond to increased demand for WCC services and ensure continuity in the delivery of critical business services to the community during a civil emergency.</p> <p>WCC is a member of the Local Resilience Forum and works with partner agencies to fulfil duties under the Civil Contingencies Act, and to prepare, respond and recover from different emergencies. WFRS will priorities its resources and capacity in line with its purpose, priorities and principles as contained within the 2017/18 WFRS Business Unit Plan.</p>	12	<p>WFRS will deliver an annual action plan as part of its new Integrated Risk Management Plan (IRMP) 2017-2020</p> <p>WFRS will deliver an action plan as a result of the Fire and Rescue Service Peer Review 2017.</p> <p>WFRS will take all possible action both managerially and legally to deliver key projects.</p> <p>Continue desktop and live testing of business continuity and emergency plans.</p>

P Fire

Risk Ref	Risk	Risk Owner	Last Review date	Gross Risk Rating	Existing Risk Action	Net Risk Rating	Further Risk Action
R0889	Inability to provide sufficient resources to respond to emergencies	DCFO Rob Moyney	04/10/2017	16	<p>Implementation of new duty systems, e.g. Day Crewing Plus, Peak Demand to release resources for redeployment around the service</p> <p>Monthly performance measures to monitor effectiveness of response activity including duty systems, availability and response times, and sickness levels.</p> <p>Business Continuity plans to deal with spate conditions and periods of seasonal demand such as hot weather or wide scale flooding.</p> <p>Use of crewing pool to fill short term gaps in crewing levels.</p> <p>Daily dynamic movement of resources by Fire Control</p> <p>Use of flexible contracts</p> <p>Developed an IRMP during 2016, presenting a response model with sufficient resilience built in to maintain minimum crewing levels.</p> <p>Implement new Resources Manager role to co-ordinate and manage crew availability.</p> <p>Enhanced remuneration for Business Continuity crewing pool.</p> <p>WDS and RDS recruitment processes implemented.</p> <p>New Business Continuity Post introduced.</p> <p>New Operational Preparedness role introduced to develop, implement and maintain a command structure for operational readiness, be responsible for testing and exercising command arrangements for significant events and be the Services representative at the LRF and provide the ongoing link to multi agency readiness.</p> <p>13 new WDS staff employed and assimilated into establishment.</p> <p>Development and implementation of Workforce Plan</p> <p>Application of Sickness Absence policy and sickness management arrangements</p>	12	<p>Continue to review and test Business Continuity and emergency plans to ensure they are suitable and sufficient.</p> <p>Operational Preparedness Officer to develop proposals for a more resilient incident command structure</p> <p>16 WDS personnel to complete recruit training and be assimilated into the establishment</p>
R0916	WFRS is unable to deliver the financial savings for OOP 2020 (2017 - 2020) - financial risk	DCFO Rob Moyney	04/10/2017	12	<p>Monthly monitoring of the budget is provided through the People and Finance Meeting.</p> <p>Monthly monitoring of performance is provided by the Brigade Command Team</p> <p>Dialogue continues with NFRS around the joint control project, but progress towards a single control is uncertain</p> <p>Dialogue continues with neighbouring agencies, but limited progress in identifying a suitable merger-combination.</p>	12	<p>Close monitoring of the emerging options for OOP 2020 and the likely impact of these are regularly monitored by the CFO and DCFO</p>

**Other Services - Virginia Rennie
Strategic Director - David Carter**

2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Government Grants & Business Rates	(138,367)		(138,367)	(139,124)	(757)	Additional grant income as a result of the late announcement of grant to compensate for changes to business rates reliefs and discounts.
Central Block DSG and other central grants to support schools and pupils	(76,034)	(99)	(76,133)	(76,133)	0	
Capital Financing Costs	35,074	(194)	34,880	34,547	(333)	
0-5 Strategy for Children	0		0	0	0	
Strategic Management Team	1,455		1,455	1,178	(277)	Underspend on staff budgets
County Coroner	416		416	438	22	
Environment Agency (Flood Defence Levy)	232		232	232	0	
External Audit Fees	175		175	120	(55)	
Provision for redundancy costs	(51)		(51)	0	51	Any call on the provision for redundancy costs will be drawn down from Redundancy Fund reserve later in the year when the impact of OOP2020 savings in 2017/18 on staffing levels is clearer.
Pensions deficit under-recovery	466	(466)	0	0	0	
County Council Elections	255		255	770	515	May 2017 local elections costs to be funded from specific reserve once actual costs for all districts/boroughs are known
Members Allowances and Expenses	1,064		1,064	1,064	0	
Other Administrative Expenses and Income	545		545	620	75	
Subscriptions	127		127	135	8	
Transformation Fund	5,000	(936)	4,064	4,064	0	
Apprenticeship Levy	1,200		1,200	1,200	0	
Net Service Spending	(168,443)	(1,695)	(170,138)	(170,889)	(751)	
				Non DSG	(751)	
				DSG	0	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.18 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Corporate						
General Reserves	25,213	750	1,211	27,225		
Medium Term Contingency	16,985	(2,945)		14,040		
Provision for Redundancy Costs	12,424			12,424		
Capital Fund	1,037			1,037		
Insurance Fund	8,435			8,435		
Schools and Centrally Managed Dedicated Schools Grant	15,652			15,652		
Total Corporate Reserves	79,746	(2,195)	1,211	78,813	0	

Q Other Services

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.18 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Other Services				0		
Audit Fee Reserve	717		55	772		
Transformation Fund	1,154	(1,100)		54		
Adult Social Care (BCF) Reserve	1,154	1,154		2,308		
Community Infrastructure Levy	301			301		
Interest Rate Volatility Reserve	5,436			5,436		
Provision for Business Rates Appeals	1,047			1,047		
Coventry and Warwickshire Business Rates Pool	971			971		
Quadrennial Elections	730		(515)	215		
Pensions Deficit Reserve	0	466		466		
Total Other Services Reserves	11,510	520	(460)	11,570	0	
Group Reserves				0		
Resources Transformation Fund	2,130	(526)		1,604	439	To fund Fixed Term contractor costs in the Performance Business Unit
Resources Systems Replacement Fund	2,872	(1,365)		1,507		
Resources Traded Service Reserve	263			263		
Resources Service Savings	663			663		
People Group Reserve	5,319	(1,341)		3,978		
Total Group Reserves	11,247	(3,232)	0	8,015	439	
Total	102,503	(4,907)	751	98,398	439	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
OS-OS-01	Implementation of a revised approach to assessing the prudent level of debt to repay each year	3,000	3,000	3,000	3,000	3,000	3,000	3,000	
OS-OS-02	Reduction in the provision for borrowing costs.	3,300	3,300	3,300	3,300	3,300	3,300	3,300	
OS-OS-03	Management restructure	150	150	150	250	250	250	250	
OS-OS-04	Removal of the provision for funding redundancy costs.	2,000	2,000	2,000	2,000	2,000	2,000	2,000	
	Total	8,450	8,450	8,450	8,550	8,550	8,550	8,550	
	Target		8,450	8,450		8,550		8,550	
	Remaining Shortfall/(Over Achievement)		0	0		0		0	



Annex R

Children are safe

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Mid Year Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments	Actions to be taken
C&F	No. of early help assessments initiated-to increase	Higher	442	1,000	1000	Green	This number is approximately 50 below this point last year but it needs noting that we are reporting very early at the end of the quarter and often have a number of Early Help Single Assessment (EHSA) come in for September in October. This quarter has seen a similar number of initiations from Primary Schools compared with this time last year, which is positive. Feedback from Head Teachers in a number of forums is that they are unsure what benefit there is of initiating an EHSA. These are issues to be addressed in the transformation. We have invited the Local Government Association (LGA) to undertake a Peer Review of our Early Help system. Messages arising from this will feed into the restructure of Children and Family services to ensure partner agencies are fully supported to meet their safeguarding obligations.	
C&F	No. of Child Protection Plans-Reduction in	Lower	547	490	443	Red	We have seen a significant increase in serious incidents of child abuse being reported to the Multi-Agency Safeguarding Hub (MASH). This has led to a concerning increase in the need for Child Protection plans. We are closing monitoring this development to ensure that only those plans remain in place which are required to proactively protect children.	We have set up a meeting to review the cases of children who have recently remained subject to a child protection plan to make sure they are still appropriate. We are also reviewing all the child protection plans above 2 years to see if they remain relevant.
C&F	No. of Children Looked After (excl. UASC) -Reduction in	Lower	629	605	605	Green	Number of Children Looked After (CLA) are currently stagnating. The Transformation Operations Manager is now in post to add capacity and focus on identifying specific cohorts of children and delivering service responses. This will enable us to deliver the next phase of improvement.	We have identified a number of children (10) where we will be seeking to discharge care orders over the next few months, so they will no longer be looked after.
C&F	% of Children Looked after (exc. Unaccompanied Asylum Seeking Children) that left care via an Adoption Order; Special Guardianship Order or Children Arrangement Order	Higher	34	34	34	Green		
C&F	No. of children placed in residential care at 31 March (excluding IDS)	Lower	24	26	26	Green	We have achieved a significant reduction in the number of children in residential placements. However in line with other Local Authorities nationally we experienced a placement crisis in the summer and had to increase the use of residential care, as no foster placements were available. <u>This may have an impact of future forecasts.</u>	
C&F	No of Children in Care in internal foster care (excluding UASC)	Higher	340	342	360	Amber	The strategy to improve the recruitment of in house foster carers has taken longer than expected to gain traction. However we have seen recent increases in requirements, applications and assessments of foster carers.	
C&F	No. of CiC in external foster care (excluding UASC)	Lower	122	111	106	Amber	The reduction of numbers of children in external foster placements is dependent on additional recruitment of in house foster carers. Please see commentary above.	
C&F	No. of average caseloads per FTE Social Worker (excluding Team Managers) for the 7 Frontline Children & Families teams only.	Lower	19.2	15	15	Green	The recruitment strategy has now enabled us to ensure we are fully staffed in our front line teams and we are in the process of offering posts to fill the additional invest to save vacancies.	
C&F	No. of average caseload per FTE for the Independent Reviewing Officer Service-reduction in	Lower	136	115	110	Amber	The caseload is dependant upon a decrease in the Child Protection and Children Looked After populations and an increase in staffing capacity through the recruitment to 4 additional Independent Reviewing Officer posts. We have an active recruitment campaign and have made a net increase of 1 member of staff.	
C&F	% of CLA aged under 16 who have been looked after continuously for at least 2.5 years, who were living in the same placement for at least 2 years, or are placed for adoption	Higher	59.5	60	62	Amber	We have put in place a number of measures to improve placement stability. We are carrying out a detailed piece of analysis work to ensure we are targeting children in long term placements who are most vulnerable to placement disruptions.	
C&F	% of Care Leavers aged 19-21 who are not in education, employment or training (NEET)	Lower	21.18	25	25	Green		

C&F = Children & Families



Annex R

Adult Social Care

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Mid Year Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments
SCS & SSC	No of permanent admissions of older people (aged 65 and over) to residential and nursing care homes	Lower	289	528	528	Green	On Track, even though we are seeing cost pressures in this area for Older People.
SCS & SSC	No. of permanent admissions of people to residential and nursing care homes (aged 18-64)	Lower	27	33	33	Green	Transfer of funding from Continuing healthcare (CHC) to social care for people under 65 in residential care continues to remain a risk particularly for people with a Physical Disability
SCS & SSC	No. of admissions to long term community care (including both residential and community settings) (all ages 18+).	Lower	2366	2600	2600	Green	On track
SCS & SSC	Proportion of adults receiving a direct payment ASCOF 1C Part 2A	Higher	26.7	27	30	Red	All customers who are eligible for council funded support are expected to be offered a Direct Payment. This will continue to be offered and evidence recorded in electronic case notes and case file audits.
SCS & SSC	Delayed transfers of care (delayed days) from hospital per 100,000 population (average per month) BCF.	Lower	576.5	550	396	Red	Latest available information from the Department of Health (DOH) is July 2017. The local picture reflects the national issues of both health and Social Care delays. Locally DTOC is attributable to both delays in assessments being completed and delays in care being sourced.
SCS & SSC	% of customers not needing on-going social care 91 days after leaving reablement (all ages).	Higher	81.93	75	75	Green	

Actions to be taken
There are a number of specialised accommodation with care units opening in 2017/18 for people under 55 and including people out of county which will offer an alternative solution to people than residential care. Application of Continuing healthcare (CHC) criteria and challenging decisions will continue to be required to ensure numbers of people in residential care do not increase.
All customers who are eligible for council funded support will be offered a direct payment. Evidence of this is required in case recording and is one of the measures in the adult case file audit. All new staff have mandatory e-learning on Direct Payments and operational guidance on Direct Payments is being reviewed to streamline current guidance.
A Countywide Delayed Transfers of Care (DTOC) Project has started. The Project Initiation Document details we aim to improve performance during 2017-19. A Hospital Social Care Team Improvement Plan has been developed and additional staff have been employed in hospital social care teams and the reablement service to improve social care response to hospital discharges.

SS & SSC = Social Care & Support and Strategic Commissioning



Annex R Health & Wellbeing

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Mid Year Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments
PH	% smoking at the time of delivery (Warwickshire whole)	Lower				N/A	
PH	Teenage conception rate per 1,000 population (Warwickshire)	Lower	19.5	19.5	22.8	Green	There is an 18 month time lag with this data. The actual figures relate to 2015. 2016 annual data will not be available until April 2018 with the updated release of the Sexual & Reproductive Health Profiles. Warwickshire's rate continues to be below the national teenage pregnancy rate of 20.8 although there is some variation at District/Borough level: the rates in Stratford-on-Avon District and Nuneaton & Bedworth Borough have come down from the previous year, which is good news; the Warwick District rate has increased from the previous year, this is still well below the England rate and therefore, this increase may not be sustained in future years. The North Warwickshire rate has increased from the previous year although, this is still considered to be statistically similar to the national rate.
PH	% children aged 11 who are obese	Lower	17.4	17.4	17	Amber	This actual is the data for 2015/16 - the dataset for 16/17 will be published in November 2017
PH	Alcohol related admissions per 100,000 (KBM)	Lower	594	625	625	Green	The data is published annually usually at the end of the financial year, therefore the target is a modelled estimate based on the previous year's data. Quarterly reporting is not possible for this indicator, however, we estimate that the modelled target will be met.
PH	Hospital admissions as a result of self-harm - children and young people 10-24 per 100,000	Lower	510.7	510.7	510.7	Green	This data relates to 2015/16. The 2016/17 data will not be released until the Child Health Profiles are updated in March 2018.
PH	% health check offers taken up (seen) by eligible population each year across all CCGs	Higher	39.9	40	40	Green	The actual is for Q1. Q2 data is due to be published in December

PH = Public Health

Actions to be taken
NB. Target is rate for 2014. The condom distribution programme has now commenced in the North of the County to assist in the reduction of the teenage pregnancy rates, along with the 'Acting on Teenage Pregnancy' group which is looking specifically at this issue. The increases seen in some areas of the county will continue to be closely monitored to understand if a trend emerges.
Increase referrals to Family Weight Management Services (Fitter Futures)
Continued partnership work with groups/teams including Criminal Justice, Social Care, Health etc. The update on Fingertips has indicated a lower actual but the prevalence is increasing. Work with CCGs to agree oversight of Commissioning for Quality and Innovation (CQUIN) in community health this year and acute health environments next year.
The School Health & Wellbeing Service are identifying young people who have concerns about self harm and proactively supporting them. We will be reviewing the data for local hotspots to guide resources. We are also embedding an Emotional Health & Wellbeing Lead within the service who will focus on this type of activity in conjunction with CAMHS.
Q2 data not yet available



Annex R Fire & Community Safety

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Mid Year Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments	Actions to be taken
FR	Total No. of incidents attended by WFRS	Lower	1752	3200	3013	Red	The number of incidents during the second quarter is 5.3% (89 incidents) higher than the same period last year. The % differential has reduced from 18% from quarter 1. Looking into the breakdown of incidents there has been an increase in the number of secondary fires (fires where no property or vehicle is involved) that the Service has attended. This is predominantly due to the period of hot, dry weather that has been experienced over the reporting period. Levels of deliberate fire setting has increased by 7% (20 incidents) during this period compared to the same period during 16/17, predominantly this is due to an increase in deliberate vehicle fires from 34 in 16/17 to 50 in 17/18.	Monitoring of incident activity to identify emerging trends and hotspot areas. Implementation of preventative targeted initiatives. Review of performance at the monthly performance meetings. Local partnership working to address incidents of deliberate fire setting and anti social behaviour
FR	No. of accidental dwelling fires	Lower	67	150	152	Green		
FR	% times a 1st appliance arrives at life risk/ property incidents within agreed response standards	Higher	71.78%	75.00%	75%	Green	This measure continues to be challenging due to a small number of incidents being located in difficult geographical locations. However, when these incidents occur Officers and local management teams investigate the cause and where possible further measures are put in place.	Continued weekly monitoring by senior officers and daily monitoring by local management teams.
FR	% times 2nd appliance arrives at life risk/ property incidents within agreed response standards.	Higher	78.19%	86.00%	90%	Amber	This measure continues to be challenging with a continuous review of performance undertaken by Officers within Service Delivery. The primary reasons for the low performance is due to a small number of incidents where the prolonged travel times between the more rural retained stations affects the attendance of a second fire engine.	Continued weekly monitoring by senior officers and daily monitoring by local management teams
FR	% RDS appliance availability at key stations	Higher	92.03%	93.00%	90%	Green	This performance continues to be encouraging, in addition the Service has introduced a new process utilising specialist staff who are deployed across the County to maintain RDS availability.	
FR	No. of preventable fire related deaths	Lower	2	2	0	Red	During the reporting period there was an incident involving an aircraft where 2 fatalities were involved. At this time it is thought that the cause of death was fire related however this needs to be confirmed by the Coroner	All fire deaths continue to be the subject of internal reviews and the outcomes help to shape our future Service Delivery strategy
FR	No. of community safety contacts.	Higher	12353	22000	22000	Green	The mid year performance is ahead of target and this is an encouraging step to engaging with as many members of the community as possible	
FR	No. of major training events/ exercises undertaken at risk premises	Higher	4	12	12	Green	A robust programme of training events and exercises is established within the Service. Recently a large scale multi agency exercise took place at Warwick Castle which proved highly successful.	
FR	No. of Regulatory Reform (Fire Safety) Order 2005 risk-based fire protection inspections conducted	Higher	321	650	720	Red	The performance of this measure has been impacted by the early actions taken as a result of the Grenfell Tower fire, where the majority of fire protection activities were suspended while inspection officers focused on completing highrise inspections during quarter 1, Fire Protection Officers have now started to resume scheduled work but it is unlikely that the year end target will be met.	Further monitoring will continue with a focus on undertaking the remaining higher risk inspections

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Mid Year Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments
TE	No. of people killed or seriously injured (KSI) on our roads (key data set)	Lower	74	343	314	Red	Actual dates used for 1/4 2 1/4/2017 - 30/6/2017 in line with Department for Transport reporting. The year end figure is based on the year 01/7/16 - 30/6/17. The increased YE forecast is reflected at a national level where there has been a 4% increase in the number of KSIs. There is a suggestion at a national level that part of the increase may be attributable to the adoption by the Police of the new CRASH reporting system.
TE	No. of proposed new properties better protected from flooding through undertaking a planning role	Higher	8033	10000	9000	Green	This is a new measure this year the target was based on the number from the final quarter in 2016/17. The target has not been adjusted at this stage as the number of properties is not in the control of the team and dependent on the applications that come in. Additionally, to avoid double counting, the numbers for a specific site are only counted when they first come to us. Applications for the remainder of the year may include a large number of consultations or Discharge of Conditions for sites we have already assessed.
CS	Rate of total recorded crime per 1000 population	Lower			66.5	N/A	Waiting on Q2 figures for this one - expected mid-Oct.
CS	No. of domestic abuse offences and crimed incidents	Higher	4982	9964	9041	Green	The increase is positive across 2 fronts: police crime recording is improving to better reflect how domestic abuse manifests in that it is often a pattern of incidents rather than a single incident; secondly we want more people to come forward and report DVA so that we can get people the help and support they need
CS	No. of hate offences and crimed incidents	Higher	428	856	694	Green	Very positive to see more reported hate crime - we expect this trend to continue following the launch of a new Warwickshire hate crime campaign in October to mark hate crime awareness week.
CS	% offenders who reoffend (youth)	Lower	27.4	27.4	21	Red	Warwickshire continues to outperform the national average, West Midlands region and its Youth Offending Team (YOT) family group

FR = Fire & Rescue CS = Community Services
TE = Transport & Economy

Actions to be taken
Long term data trends are analysed and interventions in road safety education, engineering and enforcement will continue. Casualty reduction schemes to be implemented at two locations this financial year.



Annex R Economy & Infrastructure

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Mid Year Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments	Actions to be taken
TE	Warwickshire's GVA relative to UK average	Lower	2.1	2	2	Green	Gross Value Added (GVA) is a measure of the total value of all goods and services produced in the economy, minus the costs of their inputs. It therefore seeks to show the "value added" of the economic process in a local area. GVA is similar to GDP (Gross Domestic Product), but this is a measure of national economic output and takes account of taxes and surpluses which aren't relevant at the local, sub-national level. Looking at GVA per job filled is a way of measuring productivity of the economy. Warwickshire has seen strong improvement in productivity levels compared to the national average in recent years, and the gap has narrowed significantly. New data will be available in January 2018.	
TE	Warwickshire Employment rate (aim is higher)	Higher	77	76	76	Green	The employment rate has strengthened in recent months. These are very high rates of employment within the county, well above national and regional levels, and is close to (if not at) "full employment", where everyone who wants work can find employment, and unemployment is only short-term while people are shifting between jobs. Long-term unemployment (12 months+) is extremely low - just 0.1% of the working age population.	
TE	No. of people employed in key target growth sectors in Warwickshire	Higher	84,000	84,000	87000	Amber	Data is latest release (2016) from ONS. Warwickshire has seen a slight drop in employment in our target sectors from the previous year, potentially linked to our improving levels of productivity (i.e. businesses producing more with less inputs).	Continue to promote and support business growth and inward investment within our key target sectors
TE	No. of businesses supported in growing	Higher	123	320	320	Green	April - June figures. DCLG reporting is due end of October 2017. Updated figures for Q2 can be added after that point.	
TE	Amount of funding provided to businesses through the Warwickshire County Council grants and loans programme	Higher	186492	414630	414630	Green	A further seven loans and eleven grants approved in quarter 2. Figures will be updated once funding agreements are signed.	
TE	No. of people aged under 25 who start an apprenticeship in Warwickshire	Higher	2,740	2,740	2,300	Green	Latest available data. The next set of data will be released in April 2018.	
TE	% completion of infrastructure improvements programmed for the current financial year	Higher	20	60	60	Green	Note this indicator relates to 15 projects of up to twelve months duration which we hope to complete by the end of the financial year. Most of these schemes are Developer funded (S278) and at various stages in the process of delivery, but so far only 3 (20%) have been completed. Progress on other projects in the programme means there is significant confidence at this stage with meeting the 60% target at the end of the year. Schemes completed so far are A4071 Cawston extension traffic signals, A47 Hinckley Road/ Higham Lane puffin crossing and A444 Weddington Road right-turn-lane.	
TE	% Warwickshire road network meeting specified condition	Higher		83	83	Green	Network condition is measured annually, which does not allow reporting quarterly	

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Mid Year Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments
TE	% Core Highways Maintenance Contract performance measures achieving target	Higher	90	90	100	Red	Balfour Beatty report against 11 Core Performance Measures. They are meeting 8 of 11, 2 are reported annually (so no figures), and they are failing 1. This failure is: Task Orders Responded to within timescales which is currently is at 85% against its target is 94%. However, month on month performance is improving, with 89% for last reported month.
TE	% Highway Authority consultations which were responded to within statutory period	Higher	77	80	80	Green	1730 consultations were received during quarter 2, of which 1332 were responded to on time. The total number of applications received is still rising, when compared to quarter 2 in 2016/17, they are 4.5% higher and 15% higher than 2015/16.
TE	% communities with a population of 1,000 or less receiving at least one daily bus service	Higher	79.6	80.5	70	Green	At quarter 2 there have been few network changes since quarter 1 or expected by year end therefore little movement in statistic.
CS	% household waste re-used, recycled and composted	Higher	55.3	53.81	54	Amber	Change primarily as a result of changes to green waste collection in/by Rugby Borough Council who have started to charge for waste collection
CS	Waste Service cost per household	Lower	65.77	67	67.52	Green	More green waste being recycled, this is cheaper to process whilst overall waste has gone down this quarter.
CS	% business satisfaction levels with Trading Standards	Higher	87	90	88	Green	
CS	Combined no of new services created through third sector support contract and locality work with third sector and Town & Parish Councils	Higher	139	307	307	Green	Estimated, pending submission of contract monitoring statistics (due Oct 2017)
CS	No. of individuals taking part in Country Park environmental activities across the County	Higher	6080	18000	18000	Green	
CS	No. of individuals taking part in engagement activities delivered across the County (H&C)	Higher	2466	12500	12500	Green	
ICT	% Coverage for Warwickshire of high speed broadband / internet access for all premises and small businesses	Higher	92.07%	95.32%	95.00%	Green	

Actions to be taken
This performance issue is being jointly managed by WCC and BBLP at all levels, by identifying issues and looking for ways of improvement during our Monthly Operations Board, Monthly Core Performance review and our joint weekly Performance Review Meetings. Also, from an operational delivery point of view, both WCC and BBLP are using joint dashboards to monitor daily performance. The dashboards give our operational teams 'live' information on performance, which allows prompt action to be taken.

TE = Transport & Economy
CS = Community Services
ICT = ICT Services



Annex R Education & Learning

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Mid Year Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments	Actions to be taken
EL	Closing the Gap - % disadvantaged children achieving age related expectations at the end of Key Stage 2 in reading, writing and maths	Higher		42	57	Red	42% of disadvantaged children in Warwickshire achieved the expected standard in reading, writing and maths at the end of Key Stage 2 in 2017, an increase from 38% in 2016. This compares to 68% of non disadvantaged children reaching the same standard. National disadvantaged data is not yet available for comparison.	WCC have been recently successful in a bid to the DFE in regards to the Strategic School Improvement Fund (SSFC) to the total of £500,000, from Sep 17 to July 19, this fund will help go towards funding activities which are focused on helping disadvantaged children reach their potential
EL	Closing the Gap - % disadvantaged children achieving expected level at end of Key Stage 4: A*-C in English & Maths	Higher		41	41	Green	The position is the same as reported at quarter 1. Department for Education release Key Stage 4 characteristic data in December which can be matched to performance data. Final figure available in January 18. The year end forecast reflects target.	Grading has changed, now known as 4 and above in Eng and Maths
EL	Progress points of children achieving expected progress between Key Stage 2 and Key Stage 4 in English.	Higher		0.01	0.01	Green	The position is the same as reported at quarter 1. Indicative figures will be available as part of the Department for Education data checking exercise in late autumn and validate figures in late January. The year end forecast reflects target.	
EL	Progress points of children achieving expected progress between Key Stage 2 and Key Stage 4 in Maths	Higher		0.01	0.01	Green	The position is the same as reported at quarter 1. Indicative figures will be available as part of the Department for Education data checking exercise in late autumn and validate figures in late January. The year end forecast reflects target.	
EL	% 16 & 17 year olds who are not in education, employment or training (NEET)	Lower				N/A	The position is the same as reported at quarter 1. NEETs figures are the average proportion of NEET 16 and 17 years olds at the end of Dec, Jan, Feb. Data is collected by Prospects on behalf of the Local Authority . The Department for Education publish official figures the following spring. The count date and age range has changed for 16/17 therefore data is not comparable to previous years. This also means a baseline cannot yet be set. We don't report on the quarter data just the published annual data, which following the general election the Department for Education has still been unable to secure a date to publish the 2016 NEET and Not Known figures. However, the data has been released to all Local Authorities (on 26 July 2017) via the secure National Client Caseload Information System (NCCIS).	Once DFE have secured a date to publish the figures, we will add this in and actions to be taken will be reviewed
EL	No. of learners with EHC plan educated in Resourced Provision	Higher	33	46	46	Green	Special Educational Needs (SEND) Resourced Provision reduces pressures on specialist provision, by provided additional resources for learners with SEND on mainstream sites. In September 2017, The Haven at Stockingford opened providing a further six places. The management of places is planned to ensure that the mix of learner needs is appropriate. The number of placements will increase as the academic year progresses.	Continue implementation of Vulnerable Learners Strategy.
EL	% vulnerable children and those with SEND educated in out of County provision (KBM)	Lower	8.6	9.9	9.9	Green	The impact of new specialist provision and SEND Resourced Provision is beginning to show in the reduction in placements in Independent Specialist Provision. As result we are educating young people locally and reducing costs.	Continue implementation of Vulnerable Learners Strategy.
EL	% pupils attending schools (including nursery schools) judged good or outstanding by Ofsted	Higher		88	90	Amber	Ofsted release official reporting in December for the Local Authorities position at the end of August. However monthly updates show performance at the end of August 17 as 88% (68,411 children) attending Good or Outstanding schools in Warwickshire. (This represents 90% of all schools.)	

EL = Education & Learning



Annex R

Our resources are effectively and efficiently targeted

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Mid Year Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments	Actions to be taken
CS	Number visits to Libraries (per population)	Higher	1.33	2.66	2.8	Red	Last quarter having a library as significant as Stratford closed or in reduced space for a such a long period of time meant the overall figures have taken a hit and are unlikely to recover in full. Other building and refurbishment works are planned at other libraries across the county during the remaining financial year and there will be three days of system downtime for an upgrade in December which will also inevitably have an impact on usage. Fortunately each project is likely to be much shorter in duration so shouldn't have such a significant impact but all contributes to the overall forecast.	Events, activities and promotions have been planned to ensure customers know that Stratford Library is back at Henley Street. An advert has also been taken out in the SDC autumn edition of the Stratford View. The same will happen following refurbishment project at each site affected. The Libraries Service are also working with the Let's Talk team to promote their services.
CS	Call abandonment rate	Lower	3.20%	5.00%	5.00%	Green		
CS	Increase in digital assistance provided to customers (through face to face outlets & Warwickshire Direct hits and Gov Direct subscriptions)	Higher	15.64%	16.00%	20%	Red	This measure is made up of 3 components, actions against each are shown below: Digital assistance through our libraries and one stop shops - the figure for this year is down on last year, Stratford Library's temporary accommodation will have had an impact on this. In addition, as the ownership of smart phones and tablets increases and digital services become easier to use there will be less demand for digital assistance as people will have the tools and skills to do this themselves. Warwickshire Directory usage - this figure is also down. We are currently looking at the analytics on usage and have identified that only 10% of usage is from within WCC. GovDelivery subscriptions - subscriptions have increased and continue to do so, this is still a relatively new offer so growth will continue.	Digital assistance - Events, activities and promotions have been planned to ensure customers know that Stratford Library is back at Henley Street. Warwickshire Directory usage - Given the nature of our frontline services and the organisational ambition to support people to access alternative community-based services we will be doing some work internally to raise awareness of the Directory and to show people how to use it. Digital assistance and GovDelivery are about customer behaviour and choices. The Directory could be considered as an information tool for signposting to local organisations and community-based activity.
CS	On-line transactions	Higher	61.80%	61.00%	60%	Green		
CS	Compliance with Corporate timescales in responding to complaints	Higher	76.00%	75.00%	75%	Green		
F	Statutory reports are unqualified by External Auditors (Pension Fund)	Higher	100.00%	100.00%	100%	Green		
F	Statutory reports are unqualified by External Auditors (WCC Statement of Accounts)	Higher	100.00%	100.00%	100%	Green		
F	Amount of Cash Return on Invested Capital, expressed as a ratio over LIBID (or other target agreed in the Council's Treasury Management Strategy), and Other County Council Benchmark	Higher	727.3%	566.7%	100.0%	Green		
HROD	Staff sickness	Lower	9.75	9.75	9.5	Amber	A new sickness absence procedure has been launched. A spotlight on wellbeing is taking place in October. A specific post has been allocated to focus on wellbeing. The service is also reviewing best practice from other councils. Note- the data reported here for this Measure is as at 5 October 2017 whilst that shown in Appendix A is the average over a rolling 12 month period.	
HROD	Staff turnover (KBM)	Lower	16.01%	16.01%	10-20%	Green		

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Mid Year Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments
HROD	Positive employee engagement score	Higher		70%	70.0%	Green	This is based on the 2016/17 staff survey.
HROD	Telephone contact resolved at the first point of contact	Higher	95.12%	95.12%	80.0%	Green	
ICT	Availability of IT key systems through core infrastructure to users	Higher	100.0%	100.0%	99.0%	Green	
LG	No. of complaints upheld by the Ombudsman	Lower	4	8	10	Green	Annual Local Government and Social Care Ombudsman annual report considered by Cabinet in October. Ombudsman case summaries continue to be shared with service departments. Briefings to be delivered to share lessons learned.
LG	No. of Legal challenges/adverse judgements	Lower	1	1	0	Red	ICO decision – was in the main not-upheld as the ICO held that WCC had correctly stated that it did not hold the information requested – however the ICO found that due to its failure to complete its review of the complainant's request within forty working days, WCC contravened Regulation 11(4) of the EIR and as a result the ICO has advised WCC to examine its internal review procedures to ensure that it meets the forty working days response time in the future. This review has since been undertaken by the Corporate Legal Service with stronger procedures now in place to ensure relevant timescales are met.
PM	% Benefits delivered from high priority projects and programmes	Higher			90.0%	N/A	Work has been progressing in Q1 & Q2 and will continue in Q3 to define and refine in-project and post-project benefits for all critical projects as part of the delivery assurance programme.
PS	Target asset receipts received (KBM)	Higher	16.27%	70.00%	70%	Green	Disposals on track to be met within the agreed timeframe, progress monitored monthly; additional resource should not be required
PS	WCC Council Property footprints (sq. mtrs)	Higher	11.94%	100.00%	100.00%	Green	This measures the level of planned disposals in the property rationalisation project
PS	Actual project delivery time to planned delivery time	Higher	91.00%	92.00%	92%	Green	

Actions to be taken
The Service will look into internal procedures and follow up with legal staff regarding the time limits and a pool of staff is now in place to conduct reviews to keep to timeframes
Delivery Assurance Team and project managers will identify a set of measurable benefits for each critical project (in line with its project life cycle) by the end of October 2017

CS = Customer Service
F = Finance
HROD = Human Resources & Organisation Development
ICT = ICT Services
LG = Law & Governance
PM = Performance
PS = Property Services

Cabinet

9 November 2017

Education and Learning (Schools) Capital Programme 2017/18 and Approval of Statutory Proposals

Recommendations

That Cabinet agrees:

- 1) That the following proposals for prescribed alterations be approved:
 - To enlarge the premises of Newdigate Primary School on a phased basis with effect from 1st September 2018
 - To enlarge the premises of High Meadow Infant School and extend the upper age range of the School by 4 years on a phased basis with effect from 1st September 2019 so that it becomes a primary school with effect from September 2022.
 - To enlarge the premises of Michael Drayton Junior School on a phased basis with effect from 1st September 2018
- 2) That Council is recommended to approve that the sum of £14,956,085 is added to the capital programme to deliver the schemes outlined in Section 3.
- 3) Subject to the approval of recommendation 1 above and Council agreeing to add the schemes to the capital programme, that the Joint Managing Director (Communities) is authorised to invite tenders and enter into the appropriate contracts on terms and conditions acceptable to the Joint Managing Director (Resources) for these schemes.

1.0 Key Issues

- 1.1 This report recommends proposals for allocating resources in the Education and Learning (Schools) Capital Programme to specific projects set out in section 3. Some of the proposals include funding from developer contributions.
- 1.2 The number of children entering Reception classes peaked for entry in September 2015 and, with no further housing development, will begin to stabilize from September 2016 and in some areas start to decrease.

- 1.3 The overall numbers of Primary school children will continue to grow until September 2018, as larger year groups work their way through, then overall numbers will begin to stabilise for the year groups entering Reception from September 2016 onwards although the impact of planned new housing will offset this.
- 1.4 Overall numbers in secondary schools will grow from September 2015 onwards as larger cohorts transfer from primary schools, currently expecting to peak in September 2022 to correspond with the Reception peak seven years earlier.
- 1.5 Where possible, and where economies of scale allow, expansions and building works will address other factors such as encouraging infant and junior to become primary, addressing pre-school requirements in an area, providing specialist SEN provision, and addressing any outstanding DDA requirements.
- 1.6 The increased birth rate has seen an associated rise in the number of children with special educational needs and we already secure places for a significant number of pupils at establishments outside the county. The housing demand will bring further increase in demand for SEN provision.
- 1.7 Formal consultation is required on proposals that would permanently increase the capacity of a maintained school by:
 - (a) more than 30 pupils; and
 - (b) by 25% or 200 pupils (whichever is the lesser)
- 1.8 Proposals to increase the number of pupils admitted at schools across a wide area of Warwickshire are explained within this report.
- 1.9 Whilst the issue of sufficiency of provision has to take priority, it is important to ensure that schools that are not expanding are able to continue to operate within their existing accommodation. Details of proposed schemes to make improvements to existing schools are set out below. It is also important to recognise that whilst we are committed to offering good or outstanding places and invest in these schools; we are also committed to investing in schools struggling with improvements where the investment addresses capacity, education delivery, half forms to whole forms of entry and defects.
- 1.9 Cabinet has recently approved schemes to increase the number of special school places across the County; however, the need for further projects is required to meet demand and reduce the need for out of area placements. Details of these are provided. These projects will help ensure there is sufficient provision of the right type meeting the appropriate levels of need within Warwickshire; thereby reducing both the cost and need to send pupils to out of county placements.
- 1.10 The current available funding is set out in Section 2.

2.0 Available Funding

- 2.1 Allocations of grant funding from the Department for Education were notified to the authority in February 2016. Allocations are paid annually and are not available for expenditure until the start of the financial year within which they are received; all of the proposals in this report are able to be funded from existing, currently available resources and do not rely upon notional future grant allocations.
- 2.2 To ensure school places are available when needed it is sometimes necessary to temporarily fund capital spend from DfE Capital Grant in advance of the S106 money available for a project being received. Once the S106 contributions are received the DfE Grant funding can be released back into the capital programme. The available funds outlined in this report include £4.094 million of grant funding released in this way.

2.3 Breakdown of available funds

Balance of unallocated capital funds	£8,424,000
Release of temporary funding back into the capital programme (see paragraph 2.2)	£4,094,000
New developer funding received	£2,552,104
Education Skills Funding Agency (ESFA) Grant	£331,823
Total	£15,401,927

3.0 Proposals for 2017/ 2018 Capital Programme

- 3.1 The capital projects Cabinet is asked to recommend that Council are add to the capital programme are as follows:

3.2 **Newdigate Primary School, Bedworth**

Newdigate primary school was previously expanded from 1 form of entry (210 places) to 1.5 forms of entry (315 places). Due to the rise in birth rate and some small scale housing developments, Newdigate Primary school will be required to expand to 2 forms of entry (420 places).

In April 2016, Cabinet gave approval for a feasibility study to be undertaken to look in to ways in which the school could expand. Expansion plans include 4 new classrooms, a hall extension and internal refurbishment.

The school is experiencing a pressure on school places and have taken over 45 pupils in 5 of their 7 year groups; this has required temporary accommodation to be added to the

school site. If approved, the expansion will be carried out in phases to limit disruption to the school. The first phase will be completed for the next academic year, at the beginning of September 2018.

In March 2017, the Cabinet authorised the publication of statutory proposals to make a prescribed alteration to the school. A consultation with key stakeholders was carried out between 6th September and 6th October 2017. Only two responses were received for the consultation for Newdigate both of which were responding negatively about the proposals. A response was received from Goodyers End Primary School who were concerned about how the expansion would negatively impact upon their school and the demand for places. However Newdigate already takes 60 in KS1 and Goodyers End has not been negatively impacted and has admitted close to its PAN in recent years. A copy of the consultation responses is available in **Appendix 2**.

Plans to expand the school include new classrooms, group rooms and internal refurbishment. The anticipated cost for the overall project is £1,000,000.

It is proposed to allocate:

Education capital resources £1,000,000

3.3 Champion School, Leamington Spa

On 14th April 2016, cabinet gave approval to allocate funding for a site development plan to look at options for expanding Champion School.

Due to large primary cohorts moving through to secondary schools from September 2019, plans have been considered for Champion School to expand from just over 5 forms of entry (published admission number of 155) to 7 forms of entry (published admission number of 210).

The growth of secondary age pupils has seen the year 7 intake number at Champion School rise from circa 97 pupils in September 2015 to over 130 in September 2017. These numbers are forecast to increase, resulting in insufficient secondary school places across Warwick and Leamington if Champion School does not increase by September 2019.

To try and ensure all schools viability, the strategy to expand Champion School in September 2019 provides that other schools will be allowed to fill to their PAN (allowing some capacity) in September 2018.

The school will be expanded in phases, with phase one including; demolishing temporary accommodation, new classroom block, extension of existing car park and refurbishment of the sports hall.

The works will be funded mainly through developer contributions although will need to be paid initially from education capital resources until developer funding has been received. Developer contributions that have been received by WCC to date will be allocated to the project.

A consultation with key stakeholders was carried out between 6th September and 6th October 2017. Of the 12 consultation responses 2 agreed with the proposals, 5 expressed neutral viewpoints, and 4 gave objections to the proposals. Two of the consultation responses raised issues of how the present number of teachers would cope with the increase in pupil numbers by 55 per year group. However with the raising of these pupil numbers with number of teachers would also increase proportionally. Therefore, the risk factors of unmanageable teaching levels that are associated with higher pupil numbers will not increase. The other objections detailed how these proposals would impact upon highways safety and the fears of the child being treated as a commodity within an institution rather than as an individual where the teachers knew their names. A copy of the consultation responses is available in **Appendix 3**.

The overall cost of phase 1 at Champion School is circa £7,500,000. This can be partially funded by developer contributions. The local authority is due to receive further developer contributions which, once received, can be used to repay education capital resources.

Phase 2 will include the construction of a new 6th form block to allow for the refurbishment and reconfiguration of internal space in the main school which will release further 11-16 capacity. Funding for phase 2 is subject to a future Cabinet report.

It is proposed to allocate:

Education capital resources	£6,150,786
Developer contributions	£1,349,214
Total	£7,500,000

3.4 High Meadow Infant School, Coleshill

High Meadow Infant School is the only infant school in the planning area. There are 5 primary schools in the planning area, and at present parents have to apply for a place in year 3 at Coleshill Primary as though they were applying for a junior school. This contravenes the admissions code as places are not able to be reserved other than during the admissions coordinated scheme.

High Meadow currently has capacity for 90 pupils and expanding the age range would mean the school capacity would grow to 210. Expansion would take place gradually meaning the capacity would grow by 30 each year, with all primary years groups open in September 2022.

There is currently a pressure on places in the area, and in September 2016 Coleshill Primary School were required to take a bulge class in reception, these pupils will stay on roll at Coleshill until the end of year 6. Increasing the age range at High Meadow Infant School would mean in September 2019 pupils would retain a place at High Meadow Infant until the end year 6 making this a primary school. The pressure on places in KS2 is forecast to continue and increasing the age range at High Meadow would mean pupils could stay at the school and release pressure in KS2 at other local schools.

Initial feasibility work has been undertaken and the proposed project is likely to cost £1.65m. Plans include 4 new classrooms, group rooms and additional toilets.

In March 2017, the Cabinet authorised the publication of statutory proposals to make a prescribed alteration to the school. A consultation on increasing the age range at High Meadow Infant school to become a primary school was undertaken between 6th September and 6th October 2017. A consultation meeting took place at the school on 25th September 2017.

Of the 46 responses received, 23 were in agreement with the proposals, 6 were neutral and 17 disagreed with them. The responses which disagreed with the proposals highlighted the expansion of Coleshill Primary to 2FE, in both Infant and Junior, alongside this proposal as creating extra surplus space which would not be utilised. The responses also highlighted how this would impact upon Shustoke Primary; in particular, as according to the responders it takes a significant proportion of its pupils from the Coleshill area and so extra capacity in Coleshill would reduce this pressure on Shustoke. 7 of the responses raised traffic issues and asked how the infrastructure could be improved to cope with the increased demand. The positive responses highlighted the excellent nature of the school facilities and how an extended stay in the school from reception to Yr6 could only benefit children. From the local residents the responses are split between those who feel traffic issues were a higher risk and so were against the proposals and those who felt the local school was of sufficient calibre to mitigate these problems and so were in favour of the expansion into Junior. A copy of the consultation responses can be found in **Appendix 4**.

Officers are requesting Cabinet approval extend the age range of High Meadow Infant School and allocate £1,650,000 to build in the provision required.

It is proposed to allocate:

Education capital resources £1,650,000

3.5 Oakwood Special School, Nuneaton

Officers have been working alongside the school to explore whether additional capacity could be added due to a pressure on places for pupils with SEND across primary and secondary phases.

Pressure on places is particularly prevalent due to the complex needs of the pupils on roll at the school. The school is required to operate with smaller groups of pupils and each group of pupils require larger learning spaces.

In September 2017 the school were required to take an additional 9 pupils who would alternatively be provided education out of the area. An existing music room was converted in to specialist teaching accommodation. The cost of this conversion was £60,000.

A detailed audit of space at the school is due to be undertaken, this will enable officers to consider plans for increasing secondary provision; these plans are being considered alongside the long term vision for the school. The details and costings of future expansion to secondary provision will be subject to a future report.

It is proposed to allocate:

Education capital resources £60,000

3.6 Ridgeway Primary School and Round Oak Secondary School, Warwick

There is a need to create additional primary and secondary places for pupils with SEND in the Warwick area by September 2018.

Plans have been developed to reconfigure existing classrooms in both Ridgeway Primary and Round Oak Secondary Schools to create around 28 places (numbers dependent on the individual needs of the pupils placed).

This project will also support the two schools in developing closer collaborative working relationships and will support further joint developments to be tabled in the Spring 2018.

It is proposed to allocate:

Education capital resources £250,000

3.7 Arden Fields Academy, South Warwickshire

The Capital Asset and Organisation Board approved funding of £66,000 in November 2016 for what was River House School in Henley in Arden and has now been re-badged and re-launched as Arden Fields academy to improve security and to begin developing facilities for girls as the school became co-educational.

There are girls currently awaiting places at the school, with the alternative being costly placements at some distance from home. Approval is sought to complete capital works to create the additional facilities required to allow the school to become co-educational.

It is proposed to allocate:

Education capital resources £66,000

3.8 Specialist Nurture Provision, Countywide

A very successful and effective model of nurture provision for primary-aged learners with complex social emotional and mental health needs alongside impaired cognitive functioning has been developed by Brooke School in Rugby offering a combination of a nurture-based environment alongside therapeutic input to support access to the curriculum and a comprehensive assessment of need.

This time-limited 'revolving door' assessment placement is able to establish a comprehensive understanding of the pupil's needs either to support re-integration into mainstream education or, if necessary, referral to the right type of specialist placement.

This model has proved successful at Brooke School and the Council is now working in partnership with Brooke to support development of four more specialist nurture bases led by special schools across the County. There is a training and development programme being developed to start shortly to support special schools with these developments.

The cost of developing these bases with appropriate environments and equipment is expected to be in the order of £50,000 each. It is proposed to create 4 additional Specialist Nurture Provisions across the county, amounting to a total cost of £200,000.

Given the developments outlined under paragraph 1 above it is proposed that the Specialist Nurture provision will be developed alongside the capital works that will be required under Special School Sufficiency

It is anticipated that the provision will be in place by September 2018. Discussions are on-going regarding where to accommodate the provision, however it is expected that each provision will be in a different area of the county.

It is proposed to allocate:

Education capital resources £200,000

3.9 Aylesford Secondary School, Warwick

Pressure on secondary school places is forecast to increase as the number of primary age pupils is growing. Aylesford Secondary School is forecast to be taking up to PAN in year 7 from September 2019.

An inclusion unit within the school building is currently using valuable teaching accommodation and will need to be converted back to teaching space within the next 12-18 months.

It is proposed to convert the disused school bungalow into an inclusion unit so that the current existing space can be incorporated into classroom space to accommodate the extra year 7 students expected in September.

Proposed plans will cost £11,822; this includes reconfiguration and decoration, interactive whiteboard, computer, network link and switches.

It is proposed to allocate:

Education capital resources £11,822

3.10 Dunchurch Nursery Provision, Rugby

The Education and Skill Funding Agency (ESFA) invited local authorities to bid for funding to assist with the implementation of the new statutory duty for entitlement to 30 Hours per week funded childcare for working parents, which was introduced in September 2017. Local Authorities have a duty under the Childcare Act 2016 to secure sufficient childcare to meet the requirements of parents who work.

All applications had to demonstrate that they would address an identified need for places in the local area, and that the provision was judged 'Good' or 'Outstanding' by Ofsted. Bids could be made for a maximum of 75% of the total cost of the project.

Warwickshire was awarded funding for Dunchurch Nursery Provision in ESFA round 2. The total project cost is £175,764. ESFA are funding £131,823 and £43,941 would be funded by education capital resources.

The Council will be responsible for monitoring the project in accordance with the grant terms and conditions, and the grant award needs to be added to the Capital Programme. Cabinet approval is requested in order to allocate this funding to the Capital Programme.

It is proposed to allocate:

Education capital resources £43,941

ESFA £131,823

The £131,823 ESFA funding was added to the capital programme as a Portfolio Holder decision on 21 April 2017. It is included again here for completeness.

3.11 Weddington Pre-School Provision, Nuneaton

Weddington Pre- School is an outstanding provision which currently has capacity for 40 children per session. Due to a shortage of Early Years places in this area of Nuneaton, a project has been identified to expand the provision in order that it can provide places for 70 children per session.

The increased demand for places is due to housing developments taking place in the surrounding area. The current location on the school site is convenient for parents and enables children to have the best start as the Pre-School work closely with the school so that children have a smooth transition to the next stage of their learning journey.

Weddington Pre-School has been running at full capacity; (limited sessions available for 3+ years at irregular times only, meaning they are not able to meet the needs of the local families, because of space restrictions, facilities and session times required by working parents).

The Nursery is a not for profit organisation and are unable to afford to cover the project costs. A new building would enable Weddington Pre-School to:

- Provide children a safe and high quality environment
- Increase the number of 30 hour places meeting the needs of local families and helping WCC meet its duty to secure sufficient early years places

Proposed plans include demolishing two existing buildings and creating a new larger nursery building, including an office and a small kitchen area, in addition to making good existing tarmac play area disturbed by works, and extend existing play area.

It is proposed to allocate:

Education capital resources £388,000

3.12 Goodyers End Primary School, Bedworth

A temporary classroom on the site of Goodyers End Primary School is currently unfit for purpose and requires demolition. The ESFA have agreed to fund the cost of the demolition project as part of the Priority School Building Programme.

The project is due to be carried out by WCC property services and will include removing the temporary classroom and making good the area.

It is proposed the project is allocated to the capital programme:

Education Skills Funding Agency £200,000

3.13 Eastlands Primary School, Rugby

In September 2014 Eastlands Primary School took a bulge reception class which required a temporary classroom to be added to the school site.

Funding approval was given for a three year lease on the temporary classroom. As the pupils in the bulge class will remain on roll at the school for a further 4 years, additional funding is required to extend the lease.

To extend the least for a further 4 years will cost £100,000. The hire period for the classroom will end in July 2021 when the bulge class leave primary school.

It is proposed to allocate:

Education capital resources £100,000

3.14 Wellesbourne Primary School

Wellesbourne Primary School has seen an increase in the number of pupils attending the school, with numbers continuing to rise over the next few years until the school is up to capacity across all year groups.

Currently pupils in the annex site have to walk to the main site every day as there are no catering facilities on the infant school site. Proposals include a new small hall and servery to the annex site and temporary classrooms on the main school site.

A feasibility study has been undertaken and it is anticipated that the proposed works will cost £900,000.

It is proposed to allocate:

Education capital resources £900,000

3.15 Michael Drayton Junior School, Hartshill

Michael Drayton Junior School has a PAN of 128, which is 4 forms of entry (FE). Due to pressure on places in the area, the number of pupils in local infant schools has risen. From September 2018, there is a need to increase Junior provision to secure sufficient school places. Officers have been working with the school on proposals to expand the school and increase capacity to 5 forms of entry.

In March 2017, the Cabinet authorised the publication of statutory proposals to make a prescribed alteration to the school. A consultation took place on increasing the capacity at Michael Drayton Junior School undertaken between 6th September and 6th October 2017. Of the 17 responses received, 11 of which were on paper, 5 disagreed with the proposal, 5 agreed with the proposal and 7 gave a neutral response. Several of the responses were worried about the traffic issues in the surrounding area and how this would place unmanageable burdens upon the infrastructure. The responses which agreed with the proposals understood there was a need in the area and how a project would have to be complete to mitigate this demand. A copy of the responses is available in **Appendix 5**.

Proposals to expand the school include 4 new classrooms and a hall extension, in addition to expanding the current staff room and providing group spaces. If approval is given, works would be carried out in phases to minimise disruption to the school and

ensure facilities are in place for the large cohort due to start at the junior school in September 2018.

It is proposed to allocate:

Education capital resources	£551,609
Developer funding	£948,391
Total	£1,500,000

3.16 Bilton School Refocus Unit, Rugby

In the academic Year 16/17, there were 22 students accessing full or part time provision and 19 students raised as cause for concerns at stage 1-3 of Area Behaviour Partnership (ABP) intervention/monitoring.

Bilton School has had large in-year budget deficits since 2014 but despite this huge sums of money have been spent on Alternative Provision. Some of this has been recovered by the ABP but this has been an unknown quantity.

Bilton School has a small minority of high profile students who require a base in the school where they can be educated in an environment more suited to their needs. The ultimate vision and goal of providing this is; they remain in school, in education, and achieve their full potential with outcomes which will benefit them for their entire future.

Quality of teaching at alternative providers is mixed as reflected in the ABP quality assurance visits. Vocational providers offer stronger teaching in their vocational specific areas i.e. Coventry Building Workshop (CBW) or Coombe Abbey. Quality provision in core subject and English Baccalaureate areas is less accessible with only Vineyards using qualified subject teachers. Alternative Education Provider LAMP in Leamington Spa are increasing their options for academic subjects including English and Maths as well as Japanese but are now only offering places to Autism Spectrum Disorders (ASD) students. Other providers such as PAYP are led by learning mentors and online learning where outcomes have been less positive. To create an alternative refocus area within the existing school building, led by school teachers and staff, would allow the school to remain in full control of teaching, learning and outcomes of those students.

Based on current students accessing Alternative Provision who will remain in 2017/18, a new bespoke Re-Focus area in school would aim to support the reintegration of 11 students to mainstream school. This does not take into account current students who are accessing mainstream but are at risk of permanent exclusion or on the cusp of requiring a re-focus experience.

The proposal is to divide a large room into two in order to provide small teaching and learning areas. This will give 3 areas of manageable sized segregation zones. The office

will be accessed through one of the classrooms and the creation of a corridor will allow for access through the area to the toilet, into the garden and the gym area. The option to refurbish the gym and changing rooms gives the school the ability to offer to these students education in healthy lifestyles. Mental health well-being is often linked to physical health and the intention is to equip the gym with suitable apparatus to aid this. The proposal will also create an outside area for teaching and sporting activities.

WCC has received S106 funds which must be used on secondary provision in the area.

It is proposed to allocate:

Developer funding £254,499

3.17 New Primary School, North Nuneaton (for information only)

Due to the increase in primary age pupils in the North of Nuneaton, a new school is required from September 2019.

The Department for Education (DfE) have recently approved REAch2 as a sponsor to open a new school in Nuneaton. The Education Skills Funding Agency (ESFA) is working alongside WCC and REAch2 in order the school can open in September 2019

Land for the new primary school has been transferred to WCC and the ESFA will be funding and delivering the project for September 2019. Developer Funding, once received, will be transferred to ESFA to support the development of the school and will be included in a future report to Cabinet.

3.18 Minor Works block-header

It is necessary to allocate £300,000 to a minor works block-header. This enables officers to ensure any minor works on school sites, such as urgent safeguarding issues, to be carried out throughout the year. Project spend is subject to Capital Access and Organisation Board approval.

It is proposed to allocate

Education capital resources £300,000

3.19 DDA block-header

Throughout the academic year alterations are required at identified schools to ensure pupils with SEND are able to access mainstream education.

This block-header will be used when officers are notified that a school needs capital works, for example, a disabled toilet or a ramp, in order that it is accessible to a specific child. This funding also enables Officers to add acoustic sound panels to classrooms which improves pupil's behaviour and creates a calm learning environment.

It is proposed to allocate

Education Capital Resources £400,000

3.20 Future funding for SEND Provision Nuneaton (for information only)

Warwickshire County Council is set to receive circa £400,000 allocation from the Education Skills Funding Agency (ESFA) in April 2018 for SEND provision.

Officers are giving consideration to how best make use of this funding to maximise the impact on SEND provision in Warwickshire. Education and Learning Capital Programme report to Cabinet in early 2018 will outline plans for this funding. Spend subject to a future report, subject to approval.

4.0 Finance

- 4.1 Details of currently available capital funding are listed in section 2 of the report. This available funding is a total of **£15,401,927**.
- 4.2 The project costs outlined within this report total **£14,956,085**, of which £2,552,104 is from developer funding, £331,823 is funding from Education Skills Funding Agency and £12,072,158 is from Education capital resources.
- 4.3 This leaves a balance of **£451,842** for future education capital projects. All future capital projects would be subject to a separate report to Cabinet.
- 4.4 See **Appendix 1** for breakdown of income and expenditure.

5. Revenue Implications

- 5.1 Where schools are expanding at the request of the Local Authority, there is often a revenue implication in that additional teaching staff are required in the September but the schools budget does not reflect this until the following April. The Schools Forum have agreed a policy to provide interim funding to schools to account for this and resources are provided from within the Dedicated Schools Grant (DSG). The schools noted in this report for expansion will be included in the relevant DSG budgets presented to the Forum for approval. However, it should be noted that the additional revenue costs associated with school expansions do put additional pressure on the DSG budgets which can contribute to DSG overspends.

6.0 Timescales associated with the decision and next steps

- 6.1 The Government is reviewing the responsibilities of local authorities in relation to children, although responsibility for ensuring every child has a school place and ensuring the needs of vulnerable learners are met are expected to remain. Any implications for the

proposals in this report that may arise as further details of these future proposals emerge will be brought back to Elected Members.

7.0 Background papers

7.1 Responses from Schools and other correspondence

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Appendices

Appendix 1 – Finance Breakdown

Appendix 2 – Consultation responses for Newdigate Primary School

Appendix 3 - Consultation responses for Champion School

Appendix 4 - Consultation responses for High Meadow Infant School

Appendix 5 - Consultation responses for Michael Drayton Junior School

Appendix 6 – EQIA

This report was circulated to the following members prior to publication:

Elected Member(s):

Cllr Colin Hayfield
Cllr Jeff Morgan
Cllr Yousef Dahmash

Cllr Chris Williams
Cllr Corinne Davies
Cllr Jerry Roodhouse

Appendix 1

Current Basic Need budget updated 29/09/17		£8,496,000.00		
Q2 forecast changes Money returned to POT		£68,000.00		
Projects no S106 funding available E&L used		(£134,000.00)		
Welford Heathcote Shipstons previous funding S106 repayments		£2,399,000.00		
Aylesford, Bishopton, Southam previous funding S106 repayments		£1,695,000.00		
		Subtotal	£12,524,000.00	
Projects in Cabinet Report	Total Project Cost	Basic Need C2110	S106 C2070	Other (ESFA)
Campion Phase 1 (incl Sports Hall refurb)	£7,500,000	£6,150,786	£1,349,214	
Newdigate Primary School	£1,000,000	£1,000,000		
High Meadow Infant School	£1,650,000	£1,650,000		
Oakwood Special School	£60,000	£60,000		
Ridgeway and Round Oak Schools	£250,000	£250,000		
Arden Fields Academy	£66,000	£66,000		
Dunchurch Nursery Provision	£175,764	£43,941		£131,823
Goodyers End Primary School	£200,000			£200,000
Eastlands Primary School	£100,000	£100,000		
Wellesbourne Primary School	£900,000	£900,000		
Michael Drayton Primary	£1,500,000	£551,609	£948,391	
DDA Blockheader 18/19	£400,000	£400,000		
Minor Works 18/19	£300,000	£300,000		
Specialist Nurture Provision	£200,000	£200,000		
Aylesford Secondary School	£11,822	£11,822		
Weddington Nursery Provision	£388,000	£388,000		
Bilton School Refocus Unit	£254,499		£254,499	
Total project	£14,956,085	£12,072,158	£2,552,104	£331,823
	Surplus/ (Deficit)	£451,842.00		

Newdigate – Consultation Responses

(Responses are included as written by the consultee)

<p>1. As Chair of Governors of Goodyers End Primary we currently have 43 spaces in our School. As Newdigate currently have Nursery Provision for 60 but an intake of 45 into Reception, we, as a school get some intake from Newdigate Nursery. If there reception intake was upped to 60 then these children would likely remain there meaning we lose 15 a year and as this feed through school we could end up 105 pupils down (on top of the 43 current spaces we have. This then defeats the object of having to expand a school as we will be around the corner with lots of spare spaces and having to make redundancies</p>	<p>There is some capacity in KS2 at both Goodyers End and Newdigate. However, as pupil numbers are increasing, both schools are almost full in their current reception class (with Newdigate's increased PAN of 60). If the PAN had not increased for September 2017 entry, there would have been insufficient school places in the area and no reception places for pupils moving mid-year. Pupil forecasts demonstrate a rise in the number of primary age pupils requiring a primary school place and therefore there is a need for both Goodyers End and Newdigate Primary School to be 2 forms of entry.</p>
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Campion – Consultation Responses

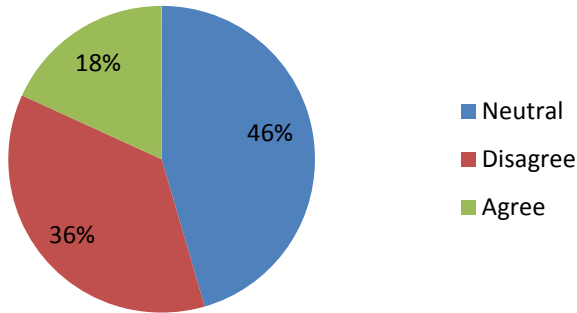
(Responses are included as written by the consultee)

<p>The teachers cannot cope with caring for the pupils they have at the moment so increasing the numbers would put all of the current and new pupils at risk!</p>	<p>Increasing pupil numbers would mean staffing levels would also increase respectively.</p>
<p>Campion's success is due to the lower numbers of pupils that attend the school. Far more manageable than increasing pupils to unmanageable levels. There is not enough teachers now, so it will only mean the present pupils will suffer.</p>	<p>Increasing pupil numbers would mean staffing levels would also increase respectively. Increasing the size of Campion School will ensure sufficient secondary school places, in addition to supporting the long term viability of the school with regards to pupil numbers and funding.</p>
<p>I specifically sent my child to campion due to it being a smaller secondary school</p>	<p>As above.</p>
<p>Both my children were Pupils at Campion.</p>	
<p>With increase in size and number of pupils, will come additional demands on roads nearby. It is imperative that this increase does not come with any decrease in safety hazards. Parents will use cars. Children will not always act sensibly. Additional traffic, including public transport, will increase hazards so all plans, as required by WCC standards address these issues in fact and not just in words.</p>	<p>WCC has a statutory responsibility to provide sufficient school places. Increasing the size of the school will mean parking, and traffic hazards will be assessed and responded to accordingly.</p>
<p>Our daughter has just begun at Campion. We chose this school for a number of reasons. One being its' small size. We loved that all the staff knew each child by their name; it was small enough to properly care and nurture every individual. My fear is that when you begin increasing numbers, you lose some of that community. It happened at our primary school; while still a good school, you are a number and it's busy and noisy and at times hectic!</p>	<p>As above.</p>
<p>I would want Campion to think about how they maintain the caring, thriving nurturing environment it currently has whilst taking an</p>	<p>This is a matter for the Governing Body and the Headteacher. They will of course have a strategy in place regarding these concerns.</p>

additional 55 pupils every year.

Increasing Campion gradually year on year will allow the school to steadily roll out the successful policies and procedures to create a positive experience for all pupils.

Breakdown of Responses



High Meadow Infant School – Consultation Responses

(Responses are included as written by the consultee)

<p>1. I do appreciate that there is a need for the children from High Meadow to have the security of continuing school into year 3. However, I am anxious that this as well as the addition of an additional class at Coleshill will mean a drop in numbers at Shustoke School. Shustoke Primary School offers excellent education, all round individual development as well as a fabulous grounding of the Christian faith. Without maintaining full year groups this school risks closing in years to come. Having the school in the village enables local children to walk to school, be a fuller part of the community they live in as well as teaching the children to give back to community - something so important in rural communities. I hope you will consider the impact this could have on Shustoke School in your consultation.</p>	<p>Additional places are required to meet pupil forecasts.</p>
<p>2. The LA need to consider the possible impact that creating another 30 places would have on other local schools.</p>	<p>Impact has been assessed; additional places are required to meet pupil forecasts.</p>
<p>3. I am not in agreement with the proposal because I am concerned that it will simply result in splitting the already inadequate funding across an additional institution, thus starving the existing primary schools in the area of funds. By this I mean that there is a finite demand for school places in the local area and it is only recently that the local schools have reliably filled their annual intake quotas each year. It should not be underestimated how difficult it is for schools to balance their budgets if they fail to fill each years intake. Indeed it is only a few years ago that the school where I am a governor was seriously considering merging year groups in order to reduce staff costs because of exactly that and fire engines cannot access this road due to vehicles visiting school blocking their way.</p>	<p>Additional KS2 places are required in order to ensure sufficiency of school places.</p> <p>Traffic and parking will be assessed and responded to as part of the planning application process.</p>
<p>4. Unsuitable and dangerous site. Regular accidents including 3 unoccupied run away cars,</p>	<p>Traffic and parking will be assessed and responded to as part of the planning</p>

<p>one involving injury. Unstable land. Children and staff constantly at risk due to blocked access for emergency services. A lot of old people live in Norton Road and ambulances problem. Although I am aware that there has recently been a "mini baby boom" and therefore the demand has increased temporarily, in all likelihood this will return to more normal levels and if we create an oversupply of school places we will cause serious difficulties in the future. Add the High Meadow proposal to the expansion to 2 form entry at Coleshill C of E Primary and I think there is a serious danger of this oversupply situation occurring. In addition to this it seems a poor use of scarce capital funds to build new classrooms at High Meadow when existing school buildings at local schools are crying out for capital investment to maintain them in a fit state for long term use for education.</p>	<p>application process.</p> <p>Increasing the size of Coleshill Primary school would not resolve the mismatch of KS1/KS2 school places.</p> <p>If pressure on places continues, there may be a need to increase the capacity of Coleshill Primary School, in addition to the proposals at High Meadow Infant School.</p> <p>Basic need funding is provided to create additional school place. Unfortunately due to the large amount of new places required, basic need funding cannot be used to fund school maintenance issues.</p>
<p>5. By increasing the age range of the intake the increase in numbers may affect other local primary schools. In particular Shustoke school which has an intake age 5-11 and serves the local area.</p>	<p>Additional KS2 places are required in order to ensure sufficiency of school places.</p>
<p>6. Working at a village school in the local area, this could be detrimental to the number of children travelling to surrounding schools such as the one I work at.</p>	<p>Additional KS2 places are required in order to ensure sufficiency of school places.</p>
<p>7. Concerned about additional cars used to drop and collect children from school. Cars already park in street making access to driveways difficult. Cars also use egress of Bateman Road to turn cars around rather than drive around the block, perhaps a one way system would help. Cars also park on bend between Norton road and Ennersdale road which reduces visibility whilst turning into Norton Road.</p>	<p>Traffic and parking will be assessed and responded to as part of the planning application process.</p>
<p>8. As a governor at Shustoke School, I know that many of our places are filled by an overspill of children from the Coleshill area. With an extended High Meadow intake, this will reduce the need for Coleshill parents to look outside the immediate area and thus potentially have a negative effect on Shustoke's intake. As a school struggling for cash</p>	<p>Additional KS2 places are required in order to ensure sufficiency of school places. Extending the age range of High Meadow Infant School not only provides the additional places required, but also addresses the admissions issue of infant pupils feeding in to a primary school at KS2.</p>

<p>already, this will potentially be very damaging. The existing system has worked very well up to now so why change. Also, the 'infant' only intake of High Meadow has not deterred people from placing their children there in the past. In fact many parents known to me have welcomed the fact that their 4-5 year olds can join a small school without larger children in the playground. Within the wider Coleshill area we are accepting children from outside catchment-eg. Chelmsley Wood, Castle Bromwich, etc. If we had tighter controls on catchment there would be enough places and enough children to fill the existing school set up and avoid this unnecessary expansion.</p>	<p>Due to the admissions code, tightening priority areas would not allow schools or the LA to refuse pupils a place at a school based on where they live.</p>
<p>9. I think this is absolutely the right thing to do. I have a daughter in High Meadow and will have another child attend in a few years and by being able to have continuity and reassurance of a school primary place is key.</p>	
<p>10. In principle there is nothing wrong in extending the age range at High Meadow, the problem is that there are no options being consulted on as regards to how this will be done.</p>	<p>The consultation taking place is to extend the age range of High Meadow Infant School. This not only addresses school place sufficiency but also the admissions issue of an infant school feeding in to a primary school.</p> <p>If agreement is given, building plans will be consulted on through the planning application process.</p>
<p>11. Inconsiderate Parent driving, parking & total lack of respect for local home owners is bad enough with the school the size it is! To double the amount of traffic on roads not designed for this purpose is utterly ridiculous.</p>	<p>Traffic and parking will be assessed and responded to as part of the planning application process.</p>
<p>12. Roads around High Meadow School already extremely difficult for local residents to get in and out of their properties due to parents parking cars at any angle on corners and completely blocking footpaths. If this proposal gets approval then the council must do something about alternative access to the school so that local residents are not affected as they are at present. I live in Bateman Road - there is only one way in and out and a turning point at the top, very few parents go to the turning point instead they think it ok to turn on residents</p>	<p>Traffic and parking will be assessed and responded to as part of the planning application process.</p>

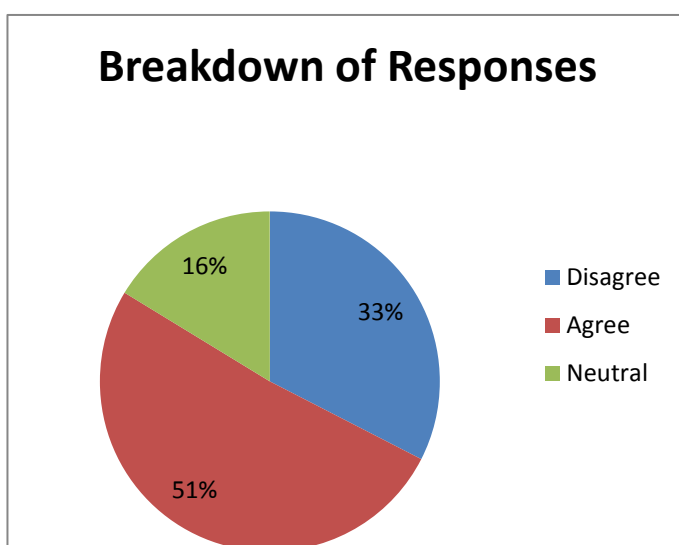
<p>driveways and just dump their cars. Also at school opening and closing time there is no chance of delivery vehicles or refuse vehicles accessing Bateman Road. Please consider and do something about these traffic issues before this project is given approval.</p>	
<p>13. Will provide stability and continuity to an outstanding school at earlier years.</p>	
<p>14. There is capacity at coleshill c of e which has plenty of ground space for development if needed. High Meadow site is too small and the roads are already heavily congested daily. The year 3 intake at c of e school has never been an issue as it is two form entry in ks2.</p>	<p>High Meadow Infant School site is large enough to expand. Expanding a primary school would not resolve the admissions issue which is created by an infant school feeding in to a primary school.</p>
<p>15. I live on Norton Road about 10 doors down from the school and believe that it is really important that the school expands. It is an excellent school and would allow pupils to benefit from the superb facilities and teaching for longer. Living so close to the school, I am aware that expanding will results in more traffic around the area but I think that is a small price to pay for a plan with such long term benefits.</p>	
<p>16. Parking for parents would need to be considered and taking into account local residents. Maybe a system of being able to drop children (maybe older children) at the gate where they are greeted by a member of staff similar to the system at St edwards. Or possibly different finishing times for infants and juniors.</p>	<p>Traffic and parking will be assessed and responded to as part of the planning application process.</p> <p>The Headteacher of High Meadow Infant School has confirmed she will continue to work with the existing primary school with regard to start and finish times.</p>
<p>17. Drop off and pick will be a nightmare for residents in roads that approach the school gates</p>	<p>Traffic and parking will be assessed and responded to as part of the planning application process.</p>
<p>18. this is excellent news for coleshill and Warwickshire as high meadow is an excellent school that goes above and beyond to educate our children</p>	

<p>19. I am really excited that this is happening and my son will be the first year of Year 3s. My only slight concern is parking but I am guessing that issue will be addressed and hopefully a similar drive-through system similar to the primary will be brought in as that would be excellent</p>	
<p>20. I believe that this is an essential proposal for both current and future pupils at High Meadow school and for the wider town and community as a whole. With the increased intake in Coleshill Primary school and ever increasing population in Coleshill itself, there is no guarantee that current reception and year one children would be able to move to Coleshill Primary when they reach the current age limit that High Meadow has. This is extremely concerning as a parent, if there are no places in that school, it would mean having to send them to a school in another Borough within Warwickshire which would bring with a whole host of logistical challenges as well as being extremely unsettling for the children. High Meadow is a fantastic school and deserves this opportunity to grow which would be an enormous asset for the area.</p>	
<p>21. The proposed plans to extend the school are intended to be done in the most ecological way and will not only educate the children in keeping them at the same school to grow but also to show them how we can build using renewable energy.</p>	
<p>22. This is an excellent school and the expansion will hopefully build on this momentum. As residents of Bateman Road thought needs to be given to traffic management/parking around the school as it is already an issue, but I wouldn't want this to prevent the expansion.</p>	
<p>23. Not enough school places for the proposed age groups in the locality.</p>	
<p>24. This is much needed and will be fantastic for</p>	

both pupils and parents.	
25. High Meadow is the only Infant School in Coleshill, I feel it is crazy that the children have to change to another school to start Juniors.	
26. As much as I agree that Coleshill needs to respond to demand in relation to school places, I cannot see how expanding High Meadow will work. Norton Road struggles to cope with the traffic of 90 pupils now so adding another 120 pupils will cause massive traffic disruption. In addition to that, the school has limited parking or outdoor space for the pupils there now. Exercise is a massive part of a child's development and if the school cannot facilitate sports day, outdoor activities etc then this will be the I the detriment of the children attending there. I would be interested to see the drawings for how this will work. I'm concerned how all of this continued building work will affect the current pupils.	Traffic and parking will be assessed and responded to as part of the planning application process.
27. We are concerned about the traffic increase as now we are trapped in our road twice a day at school starting and finishing times a new access must be found we in Bateman road are concerned about the safety of residents as cars park on the pavements and our drives we have asked the police to monitor it but get no response	Traffic and parking will be assessed and responded to as part of the planning application process.
28. I am writing to inform you of my delight that High Meadow will be a Junior school. It is such a fantastic school and for my child to now be able to grow with the school into Juniors is great. Plans for the classrooms sound very exciting! A huge plus for the whole community.	
30. I was not able to attend the meeting at High Meadow earlier this week due to work commitments but would like to pledge my support to expanding High Meadow Infant School to a Primary School up to Year 6 in the foreseeable future. The school is currently a safe, secure and wonderful little Infant School with excellent teachers and support staff and my son has joined Reception Robins this September, so would love nothing more than for him to go through his school years at High Meadow	

<p>until he leaves for Senior School</p> <p>31. We have great concerns regarding the current proposals to extend High Meadow. We have been told that most of these issues are not part of the current consultation but have to be considered as part of the planning application process. We fail to see how these can be separated, as parents need to understand how an extension will work, both in terms of it being built and what it will look like in the future, before we can really agree that an extension at High Meadow is the best option. Current health and safety of parents, pupils, staff and residents is an on-going issue in respect of the 'school run' traffic. Provisional plans such as walking buses from the community centre, morrison's or the new care home are not scoped out enough in order to address this issue. For example a walking bus from the community centre is a health and safety concern in itself. The community centre only has a small car park and there are well known traffic problems with the road that this is accessed from. Morrison's and the new care home are too far away to be considered as appropriate walking bus locations. This has been an on-going concern for years and there has never been a solution to it. Potentially, we have been told there will be different opening times for infants and juniors in order to manage the traffic, however these fail to take into account families who already have children at Coleshill Primary. How will the infrastructure manage with the increase in pupils? It is not sufficient to say the extra pupils will not all be attending straight away but will increase over a 4 year period. At some point there will be more than double the amount of children attending, and more staff. How will the roads cope with this increase and where will there be provision to accommodate the cars of extra staff, how will the facilities within the school cater for the extra children? How will the build be managed? So far we are only aware of one access point, from Norton Rd, we are advised that contractors will be experienced in managing school builds. This is not an acceptable answer. Whilst my children attend the school I want to know how</p>	<p>The consultation was to gain views on expanding the age range of the infant school.</p> <p>The school itself will be expanded in line with the Governments Building Bulletin guidelines and will involve a separate period of consultation, including gaining a response from statutory consultees such as; Sport England (to ensure sufficient outdoor play space), WCC Highways (regarding transport issues), and local residents. These plans will be drawn up using experiences architects that have expanded many schools across the county over the years.</p> <p>As with all school expansions, WCC will only use contractors that are experienced at working on live school sites. Health, safety and safeguarding regulations are taken very seriously and will be monitored by the Headteacher and the principal contractor vigorously to ensure the safety of pupils at all times.</p> <p>The proposed changes will not only address sufficiency of school places, but will also support the long term viability of High Meadow Infant School. Becoming a primary school will offer pupils continuity of teaching and learning and would also eliminate a stressful transition for pupils required to leave High Meadow Infant School at the end of year 2.</p>
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<p>this building can be extended. This is especially pertinent, when last year, children were prevented from playing on the playground due to safety concerns of the access of visitors through the school gates. Will there be enough outside space when the building work is being undertaken, will it be safe AND how will it impact on children's education whilst they are currently attending the school? Current outside space is limited, even when it is restricted to individual classes. How do the new designs accommodate for this? The council have only told us of the need for additional places, yet within this consultation there has been a failure to demonstrate how the expansion of High Meadow can accommodate this need appropriately. There is a feeling amongst parents that there are no other options for the provision of school places for the current year 1 and reception groups. Why has the council failed to consult with us, before this point in time, that the pathway and feeder links into Coleshill primary no longer exist for these year groups and why are we not being offered alternative solutions elsewhere?</p>	
<p>32. Letter from Shustoke CofE Primary School – see Appendix 4 Continued</p>	
<p>33. Letter from Coleshill CofE Primary School – See Appendix 4 Continued</p>	



Michael Drayton – Consultation Responses

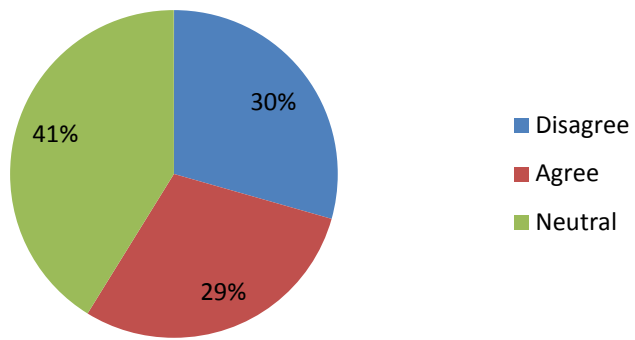
(Responses are included as written by the consultee)

<p>Concerned around increased traffic in the area - it's already very busy both at the turning circle and the woodlands entrance. Parking is a nightmare for residents and for parents. Class sizes would be 30 per class id all 150 spaces were given. This is on the large side - are extra teachers being employed to cover the extra load on the school? What happens if approval is not given - where would the extra children go that need a space at a junior school? If it goes ahead - are the contractors going to be DRS checked and park\work considerately given that this is a very busy school environment?</p>	<p>Increasing the size of the school would require planning permission, concerns about parking and traffic would be addressed through this process.</p> <p>The plans include increasing parking to ensure the additional teacher(s) would have the opportunity to park on the school site.</p> <p>If permission isn't granted, alternative plans would need to be considered. This would entail looking at other schools in the area and identifying which schools could be expanded to meet the need for primary places.</p> <p>As with all school expansions, WCC will only use contractors that are experienced at working on live school sites. Health, safety and safeguarding regulations are taken very seriously and will be monitored by the Headteacher and the principal contractor vigorously to ensure the safety of pupils at all times.</p>
<p>I think the school is more than capable being able to handle the additional children my son is at the school and my daughter is due to go sep2018 (when the new intake will increase)</p>	
<p>The school used to be across two sites and so can use be made of the old site, which is still standing empty? Also, if the school grows, there needs to be a larger school hall.</p>	<p>The current plans put forward are the most cost effective way of increasing capacity at the school; this includes increasing the size of the school hall. Operating a school across two sites is often expensive and creates other strategic problems.</p>
<p>I strongly believe that the schools facilities are at capacity already and if the proposed extension is granted outdoor space will be lost and will have a detrimental effect on pupils. Furthermore the local area is already at gridlocked at school start and finish times. Why is the council not investing in other local</p>	<p>Increasing the size of the school would mean other facilities would also be increased. WCC adhere to the Governments Building Bulletin guidelines and Sport England is a statutory consultee when expanding a school.</p> <p>Nursery Hill is a primary school, therefore increasing the size of this school would mean</p>

<p>schools, i.e. Nursery Hill who have the space.</p>	<p>over capacity of KS1 places. In addition, as the places are required in the Hartshill area not in Ansley Common, a significant amount of pupils would need to be transported if Nursery Hill Primary School was expanded to meet the need.</p>
<p>My concern would be that additional teaching resource was also brought into the school, along with the proposed building extension, so there is no adverse affect on current teaching within the school.</p>	<p>Increasing the size of the school would mean additional teachers would need to recruited, accordingly.</p>
<p>Letter from Nursery Hill Governing Body – See Appendix 5 continued</p>	
<p>I believe it is important for the school to increase intake as demand increases, and given the plans for many more new homes to be built in the local area, it will be needed. But a bus would have to be put on as parking is a nightmare</p>	
<p>I think this is great and that children will find Michael Drayton a good school</p>	
<p>I don't agree with the proposal of making an increase in pupils for MDJS. Having a child already at the school there has been times when even now the school is crammed packed for certain events. It is full when I have been for lunch in the hall, so how will the school cope? Will by childs' education suffer? Luckily I walk but traffic around the school will be worse than it is now. I feel it will be a bad move as the school may not be able to provide all it can offer at the moment plus the safeness and flexibility it has now</p>	<p>Increasing the number of pupils on roll would mean physically increasing the capacity of the school, addressing these concerns.</p>
<p>I don't believe this is a good idea. If they are increasing the capacity of Hartshil and surrounding areas they should build another school, doctors etc. The Teacher are under enough pressure as it is and the teaching is adequate for the capacity of children it is. Completely Against!</p>	<p>There has been no land identified to build a new school, a 1 FE junior school would not be sustainable and there is insufficient funds to build a new school.</p>
<p>We have no problem with this proposal as long</p>	

as you can continue your good work	
If capacity at the school increases, the surrounding infrastructure should be able to cope. It seems to be over the limit already. Is parking, traffic easing going to be improved to maintain safety?	Traffic and parking will be assessed and responded to through the planning application process.
The school itself will need to be enlarged, mainly in the cramped school halls, toilets, cloak rooms	Proposals include increasing capacity in these areas.
When dropping off or collecting on school run the parking is at a premium and on a collecting run I have to be in place by 2.30pm. Nearly a whole hour before home time. An extra 22 kids = possible 22 extra cars @ 14 a car say equates to 308 feet in extra parking space needed. The kids education is uttermost but I am just highlighting a potential problem. A little more understanding from police might help	Traffic and parking will be assessed and responded to through the planning application process.
Although the increase of capacity will not affect myself or my child as she will be at high school my first concern is - How many more children will miss out on opportunities due the increase? I already feel at times children have not all been given the same opportunities due to numbers being high on trips, school clubs etc. I hope that will be taken into consideration to minimise the impact on individual children	
We have no concerns with extending the school because there is a demand for more spaces. My only concern is the road infrastructure and the main entrance to the school, road traffic and parking and sheer volume, with three schools so near and similar end of day times	Traffic and parking will be assessed and responded to through the planning application process.
Letter from concerned resident regarding increase traffic and irresponsible parking	Traffic and parking will be assessed and responded to through the planning application process.

Breakdown of Responses



EQUALITY IMPACT ASSESSMENT/ ANALYSIS (EqIA)

Education and Learning Schools Capital Programme

Warwickshire County Council

Equality Impact Assessment/ Analysis (EqIA)

Group	Communities
Business Units/Service Area	Education and Learning
Plan/ Strategy/ Policy/ Service being assessed	Education and Learning Schools Capital Programme 2017/18
Is this is a new or existing policy/service? If existing policy/service please state date of last assessment	New programme of work
EqIA Review team – List of members	Sarah Mills Chloe McCart Bern Timings
Date of this assessment	18/10/2017
Signature of completing officer (to be signed after the EqIA has been completed)	S.Mills
Are any of the outcomes from this assessment likely to result in complaints from existing services users and/ or members of the public? If yes please flag this with your Head of Service and the Customer Relations Team as soon as possible.	<u>NO</u>
Name and signature of Head of Service (to be signed after the EqIA has been completed)	Chris Malone
Signature of GLT Equalities Champion (to be signed after the EqIA is completed and signed by the completing officer)	Phil Evans

A copy of this form including relevant data and information to be forwarded to the Group Equalities Champion and the Corporate Equalities & Diversity Team

Form A1

INITIAL SCREENING FOR STRATEGIES/POLICIES/FUNCTIONS FOR EQUALITIES RELEVANCE TO ELIMINATE DISCRIMINATION, PROMOTE EQUALITY AND FOSTER GOOD RELATIONS



High relevance/priority



Medium relevance/priority



Low or no relevance/ priority

Note:

1. Tick coloured boxes appropriately, and depending on degree of relevance to each of the equality strands
2. Summaries of the legislation/guidance should be used to assist this screening process

Business Unit/Services:	Relevance/Risk to Equalities																										
State the Function/Policy /Service/Strategy being assessed:	Gender			Race			Disability			Sexual Orientation			Religion/Belief			Age			Gender Reassignment			Pregnancy/ Maternity			Marriage/ Civil Partnership (only for staff)		
	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓						
Sufficiency Strategy		✓			✓			✓			✓			✓			✓			✓							
Are your proposals likely to impact on social inequalities e.g. child poverty for example or our most geographically disadvantaged communities? If yes please explain how. N/A																								YES/ NO			
Are your proposals likely to impact on a carer who looks after older people or people with disabilities? If yes please explain how.																								YES/ NO			

Form A2 – Details of Plan/ Strategy/ Service/ Policy

<u>Stage 1 – Scoping and Defining</u>	
(1) What are the aims and objectives of Plan/Strategy/Service/Policy?	<p>The Capital Programme outlines how funds will be allocated to specific projects in order for Warwickshire County Council to undertake their legal duty.</p> <p>Warwickshire County Council has a legal duty to:</p> <ul style="list-style-type: none">• ensure sufficient schools and places in a locality;• secure sufficient early years & childcare places;• ensure sufficient post 16 provision;• provide appropriate education provision for children with special educational needs and disabilities;• promote high education standards;• ensure fair access to educational opportunity;• promote the fulfilment of every child’s education potential;• promote diversity and parental choice. <p>It is the Council’s role to plan, commission and organise school places in a way that raises standards, manages supply and demand and creates a diverse infrastructure. The programme sets outlines proposals, costs and timeframes including the results of any formal consultation. The Capital Programme is in place to ensure public funds are spent in a transparent, objective, cost effective and sustainable way.</p>

<p>(2) How does it fit with Warwickshire County Council's wider objectives?</p>	<p>By ensuring children are able to continue to access education it fits in with the objectives of Learning and Achievement to:</p> <ul style="list-style-type: none"> • Ensure every child and young person has access to a place in high quality early years settings, or schools, or learning providers, and providing learning opportunities for adults; • Ensure [access to] provision for children and young people with special educational needs, and vulnerable groups; and to • Support young people in the transition to adulthood and employment, especially the most vulnerable.
<p>(3) What are the expected outcomes?</p>	<p>To ensure sufficient and appropriate education and early years provision throughout Warwickshire.</p>
<p>(4) Which of the groups with protected characteristics is this intended to benefit? (see form A1 for list of protected groups)</p>	<p>The Capital Programme is in place to ensure all children have access to the most appropriate education provision. This could benefit any of the above groups with protected interests.</p>
<p><u>Stage 2 - Information Gathering</u></p>	
<p>(1) What type and range of evidence or information have you used to help you make a judgement about the plan/ strategy/ service/ policy?</p>	<p>Forecasting information incorporating; local plans, housing developments, birth data, early years data and school admissions data, patterns of movement. SEN Sufficiency planning and gap analysis</p>
<p>(2) Have you consulted on the plan/ strategy/</p>	<p>Formal consultation has been undertaken on several proposals within the Capital Programme</p>

service/policy and if so with whom?	where there would be a permanent increase in the capacity of a school by:- (a) more than 30 pupils; and (b) by 25% or 200 pupils (whichever is the lesser)		
(3) Which of the groups with protected characteristics have you consulted with?	Where an individual proposal has been consulted on the following parties will have been consulted: parents attending the school involved, local schools, Local Members, bordering Local Authorities		
Stage 3 – Analysis of impact			
(1) From your data and consultations is there any adverse or negative impact identified for any particular group which could amount to discrimination? If yes, identify the groups and how they are affected.	RACE No	DISABILITY No	GENDER No
	MARRIAGE/CIVIL PARTNERSHIP No	AGE No	GENDER REASSIGNMENT No

	RELIGION/BELIEF	PREGNANCY MATERNITY	SEXUAL ORIENTATION
	No	No	No
(2) If there is an adverse impact, can this be justified?	N/A		
(3)What actions are going to be taken to reduce or eliminate negative or adverse impact? (this should form part of your action plan under Stage 4.)	N/A		
(4) How does the plan/strategy/service/policy contribute to promotion of equality? If not what can be done?	Whilst the Capital Programme is in place to ensure sufficient and appropriate education for all pupils within Warwickshire, there are specific proposals within the programme that address the shortage of local provision for those pupils with a Special Educational Need or Disability or facilitate access to mainstream provision for those children with SEND		
(5) How does the plan/strategy/service/policy promote good relations between groups? If not what can be done?	Integration of pupils with SEND into mainstream provision		
(6) Are there any obvious barriers to accessing the service? If yes how can they be overcome?	N/A		

(7) What are the likely positive and negative consequences for health and wellbeing as a result of this plan/strategy/service/policy?	It is not anticipated that the proposed changes will have a negative impact on health and wellbeing. The positive impact will be children provided with education provision within their local area.
(8) What actions are going to be taken to reduce or eliminate negative or adverse impact on population health? (This should form part of your action plan under Stage 4.)	It is not anticipated that the proposed changes will have a negative or adverse impact on population health.
(9) Will the plan/strategy/service/policy increase the number of people needing to access health services? If so, what steps can be put in place to mitigate this?	No.
(10) Will the plan/strategy/service/policy reduce health inequalities? If so, how, what is the evidence?	No.

<u>Stage 4 – Action Planning, Review & Monitoring</u>	
If No Further Action is required then go to – Review & Monitoring	EqIA Action Plan

(1) Action Planning – Specify any changes or improvements which can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.	Action	Lead Officer	Date for completion	Resource requirements	Comments
	To review / revise the document following implementation.	Bern Timings, Emma Basden-Smith	Feb 2018		
(2) Review and Monitoring State how and when you will monitor policy and Action Plan	The Programme of works will be regularly reviewed as the proposals move through the democratic services / consultation process.				

Please annotate your policy with the following statement:

‘An Equality Impact Assessment/ Analysis on this policy was undertaken on 18/10/2017 and will be reviewed on an annual basis.

Cabinet

9 November 2017

Adoption Central England (ACE) - Go Live

Recommendations

That Cabinet:

- 1) Considers the outcomes of the engagement and consultation and the resulting equality impact assessment.
- 2) Agrees that the Council enter into a partnership agreement with Solihull Metropolitan Borough Council, Coventry City Council and Worcestershire County Council for Warwickshire County Council as host. This will be to undertake the delivery of each authority's adoption service and some of its Special Guardianship support services as stated in the agreed ACE Service Specification through Adoption Central England (ACE) on terms and conditions satisfactory to the Joint Managing Director (Resources).
- 3) Agrees the provisional financial proposals as outlined in section 10 of this report to fund ACE and authorises the Head of Finance in consultation with the Strategic Director for People Group to agree the final financial arrangements including the value of the total cash limit.

1. Executive Summary

- 1.1 The purpose of this report is to seek agreement from Cabinet for Warwickshire County Council to become part of a Regional Adoption Agency (RAA) via a shared service arrangement with Solihull Metropolitan Borough Council, Coventry City Council and Worcestershire County Council. This new Regional Adoption Agency is to be known as Adoption Central England (ACE).
- 1.2 ACE will deliver the adoption agency functions of the four local authorities including the recruitment, assessment, training and approval of prospective adopters, the identification of prospective adopters for children who are in need of an adoptive family, adoption support to adoptive families and some Special Guardianship support services and services to adult adopted people.
- 1.3 It is proposed that Warwickshire County Council becomes the host authority to facilitate the operational delivery of the shared service; however governance arrangements will ensure that all four authorities retain strategic responsibility for performance delivery and outcomes.

2. Background

- 2.1 It is the duty of every local authority to establish and maintain within their area a service designed to meet the needs in relation to adoption i.e. an Adoption Service.
- 2.2 A policy paper from the Department of Education (DfE) in January 2013 'Further Action on Adoption: Finding More Loving Homes' identified the need for the re-organisation of the existing adoption system, which is based on each local authority delivering an adoption service, as well as a voluntary adoption sector. The DfE's 'Regionalising Adoption' paper published in June 2015 made it clear that the government's expectations were for all local authorities to become part of regional adoption agencies (RAAs). In April 2016 the DfE published a new policy document "Adoption: A Vision for Change" in which the government committed to deliver radical, whole system redesign by regionalising adoption services to ensure that all local authorities become part of a Regional Adoption Agency by 2020.
- 2.3 In response Coventry City Council, Solihull Metropolitan Council, Warwickshire County Council and Worcestershire County Council came together to work towards the creation of a Regional Adoption Agency to be known as Adoption Central England (ACE). A project team has been established to lead on the design and creation of ACE and has worked closely with the Department for Education, as a demonstrator project. The work is being overseen by a Project Board and Executive Board on which representatives from all the local authorities and key stakeholders sit, including from the voluntary adoption sector and initially Coventry University.
- 2.4 It is envisaged that ACE will deliver excellence in practice through innovation and stakeholder engagement to become an adoption service that is "Better than the Best".
- 2.5 The primary function for ACE will be to achieve permanence for children with a particular focus on enabling a wider range of children to access adoption and it will support local authorities in their permanence decision making and practice in accordance with an agreed service specification.

3. Choice of the Partnership/Host Model

- 3.1 The Executive Board of ACE attended by the Directors of Children's Services for each authority considered the options around different types of delivery structures and the preferred option recommended was a partnership host model which was approved as the preferred model to take forward for engagement and consultation as part of the recommendations agreed by Cabinet on 9 February 2017 (appendix 1):

Recommendations approved were:

- 1) to enter into a contractual shared service arrangement with Coventry City Council, Solihull Metropolitan Borough Council and Worcestershire County Council to formalise the creation of Adoption Central England (ACE) as a Regional Adoption Agency (RAA);

- 2) to approve a detailed co-design leading to consultation on a preferred model for ACE RAA delivery via a contractual shared service arrangement alongside Coventry City Council, Solihull Metropolitan Borough Council and Worcestershire County Council;
- 3) to approve the arrangements for hosting Adoption Central England;
- 4) to approve a detailed co-design leading to suitable arrangements to secure the Voluntary Adoption Agencies' involvement in delivery of the ACE model; and
- 5) the Joint Managing Director (Resources) be authorised to take any decisions which he considers necessary to implement the recommendations.

3.2 A period of engagement on the proposed new service took place between the 11 July to the 11 August 2017 (the report outcome is appended 2)

4. Financial case

4.1 A finance group made up of finance leads representing each of the four local authorities have examined current costs and considered future proposals. They have jointly produced the detailed funding proposals which have been considered and agreed in principle by the Executive Board. There is confidence that this detailed financial work will support ACE, once established, to maximise its greater scale and reduce unit costs. This will be achieved if a greater proportion of children are adopted through ACE having a sub-regional recruitment strategy. Further, the timely placement of children for adoption will reduce foster care costs. Also, the development of a more comprehensive adoption support service will enhance stability to these arrangements.

5. Delivery through a Hub and Spoke Model

5.1 The Hub and Spoke design reflects the two aspects of adoption practice primarily, the recruitment of adoptive families, through a central Hub.

5.2 Secondly, the delivery of services to children with an adoption plan and adoptive families, through Spokes that will be located in each of the local authorities. The adoption social workers within the Spoke will work closely with the social workers within the local authorities to ensure the timely and smooth transition of children to adoption.

5.3 Staff will be supported to work flexibly. Each will have a designated base but will be able to access any of the Spokes, the Hub or work flexibly from other bases dependent on their work at any given time.

6. Governance

6.1 It is proposed that ACE will be governed by an Executive Board made up of senior representatives from each of the local authorities who will have voting rights. The Executive Board will be the key decision making body of ACE and in summary will have strategic oversight of the operation of ACE, including

reviewing and endorsing the budget. Members of the Board will make decisions on behalf of their respective authorities and shall report back to their own organisation through their respective governance arrangements.

- 6.2 The Executive Board will be supplemented by a Practice and Stakeholder Panel whose primary function will be to develop good practice and joint working between the local authorities and stakeholders, as well as making recommendations in relation to the performance of ACE and reviewing and endorsing proposals produced by the ACE Lead Manager. The Panel will include senior officers from each of the authorities along with key stakeholders.
- 6.3 The current draft of the proposed governance arrangements is appended at appendix 3.

7. Staff engagement

- 7.1 Staff engagement to date has involved sharing information on the proposed model and providing opportunities for staff to give their indicative preferences. They have further been involved in service design opportunities. Along with the trade unions, they have been provided with written information through the series of engagement events held in their local areas between the 11 July and the 11 August 2017. (See appendix 2).

8. Staff Implications

- 8.1 There are approximately 53 staff in scope across the local authorities and approximately 63 posts within the proposed ACE structure. The Executive Board has agreed to a secondment arrangement in order that staff members maintain their current terms and conditions within each of their local authorities. Although new terms may be agreed where needed for the operation of ACE.
- 8.2 From the indicative staffing preference exercise the majority of staff can be accommodated in their first choice.
- 8.3 There is no expectation of redundancies and indeed there will be opportunities within the structure for promotion. Following Cabinet approval formal consultation will be undertaken and arrangements progressed to confirm staff within the new structure.
- 8.4 For Warwickshire County Council the staff members affected are:

- 1 Operational Manager
- 2 Team Managers
- 13 Social workers who are employed for varying hours
- 1 Adoption Letterbox Administrator
- 1 Adoption Panel Secretary
- 2 Clerical officers

There are therefore 20 members of staff in total who are affected by this proposal. An additional two part time staff members who are providing therapeutic interventions which are funded by the government supported

adoption support fund will also be affected.

9. Financial Implications

9.1 From the 1 February 2018 to 31 March 2019 each local authority would contribute proportionate funding according to its current in-scope costs:

9.2 Transitional Funding (to 1/03/2019):

TABLE 1

Parties	Per Annum Funding Contribution (£)
Coventry City Council	£923,500
Solihull MBC	£445,000
Warwickshire County Council	£943,000
Worcestershire County Council	£1,065,500
Total	£3,377,000

9.3 This contribution is based on existing in-scope costs (as-is position). The final level up to this value will be negotiated under delegation by the Strategic Director for People Group and S151 officers of each authority. The £943,000 currently spent by the County Council includes £204,000 of spend funded from the Hard 2 Place grant. This grant ceases at the end of 2017/18 and therefore an alternative permanent source of funding will need to be identified as part of the 2018/19 refresh.

9.4 From 1st April 2019 onwards the funding is based on a cost sharing methodology with an in principle fixed cash limit, the 2019/20 cash limit being £3,272,500, the cost sharing methodology and data being reviewed every two years. Again, the final value of the total ACE cash limit will be negotiated by the Strategic Director for People Group and the S151 officers of each authority, up to this value.

9.5 On-going Indicative funding (from 1 April 2019):

TABLE 2

Parties	Cash Limit Funding Share (%)	2019/20 Financial Contribution (2017/18 prices) per Annum (£)
Coventry City Council	29.0%	£949,025
Solihull MBC	11.4%	£373,065
Warwickshire County Council	31.0%	£1,014,475

Worcestershire County Council	28.6%	£935,935
Total ACE Cash Limit	100%	£3,272,500

9.6 The cash limit funding shares have been calculated using methodology, which has been agreed in principle by the Executive board. The data used to calculate the funding shares will be updated, and the methodology reviewed, on a bi-annual basis in order to provide stability for both ACE and the partner authorities.

9.7 Detailed work has been undertaken to identify the current in-scope costs for the services to be provided by ACE, and to develop an equitable cost-sharing methodology for future cost sharing, which have been agreed in principle by the Executive board.

9.8 Each authority will contribute a maximum of its current spend on in-scope activities until April 2019. Therefore there will be no additional spend in 2017/18 or 2018/19.

9.9 From 2019/20 the ACE funding will move to a cost share model, based on activity levels and indicative unit costs. Based on current data, this would result in an increase in costs of approximately £71,475pa (7%) for Warwickshire County Council. This has been agreed in recognition that the unified unit cost is higher than the existing Warwickshire unit cost and a commitment from all partner local authorities to work collectively towards reducing the unit cost over 18/19. Calculating the unit cost is based on 3 years of activity data 14/15, 15/16 and 16/17. Before the 2019/20 year begins the 14/15 data will be replaced by 17/18 data and hence until this is known the increase mentioned is only indicative and in-fact could contribute to a reduction.

9.10 If ACE is successful in delivering an effective “Better than the Best” service then it will produce savings in the longer term, through a combination of a) reducing the unit cost per adoption, b) increasing the number of adoptions per year, and c) increasing the speed of adoption. The latter two would result in savings in the local authority’s fostering placement budget. Any budgetary implications for the County Council in 2019/20 will be brought forward for consideration by members as part of the 2019/2- budget refresh.

10. Legal implications

10.1 The Adoption and Children Act 2002 is the principle piece of legislation governing adoption and it includes the duty on local authorities to maintain an adoption service in their area.

10.2 The Children and Families Act 2014 allows for the Secretary of State by order to require all local authorities in England to make arrangement for some specified functions to be carried out on their behalf by one of more other adoption agency.

10.3 These functions include the recruitment of persons as prospective adopters, the assessment of prospective adopter’s suitability to adopt a child and the approval

of prospective adopters as suitable to adopt a child.

- 10.4 Further the Education and Adoption Act 2016 enables the Secretary of State to require local authorities to make arrangements for their adoption functions to be carried out by a Regional Adoption Agency.
- 10.5 The proposal to create a shared service arrangement enables Warwickshire County Council to retain its adoption functions whilst having the advantages that a regionalised approach to adoption work brings.

11. Other implications

- 11.1 These proposals contribute to the Council's core aims by ensuring that children and young people are safe, achieve and make a positive contribution.

12. How is risk being managed?

- 12.1 The risks for Warwickshire County Council associated with the proposal are that:

(i)The Regional Adoption Agency does not perform to expectations - this will be mitigated by robust business and performance management through the governance structure.

(ii)The inability for the Regional Adoption Agency to operate successfully within the agreed budget - this will be mitigated by a robust financial agreement that includes long term funding arrangements as stipulated in a Partnership and Hosting agreement.

(iii)Changes in adoption activity levels as a result the broader transformation proposal - this will be mitigated by the robust business, performance and financial monitoring proposed

(iv)National changes such as the loss of the adoption support fund for therapeutic interventions – this will be addressed through the delivery of a cogent business case if required and mitigated by the current strategy to develop therapeutic expertise within the service.

13. What is the Impact on the Organisation?

- 13.1 The preferred model reduces impact on staff by creating a secondment arrangement for staff as opposed to the staff transferring into a separate body. ICT services will be delivered by the host who will also provide the Hub facilities. Each local authority will be responsible for providing a suitable office premises for their Spoke co-located or as near as possible to their children's teams by re-designating part of the existing estate. The Hub will be located in Warwickshire at Saltisford Office Park in Warwick.
- 13.2 Equalities / Equality Impact Assessment (See appendix 4, attached)
- 13.3 ACE is designed to promote opportunities for permanence through adoption of a wider range of children and to broaden the potential range of people considered suitable to adopt.

13.4 The main impact on staff will be working in a wider geographical area, but flexible working arrangements will mitigate the potential impact.

14. Implications for (or impact on) the environment

None identified.

15. Implications for Partner Organisations

15.1 The proposals require partnership working and agreement with the other local authorities proposing to share the Regional Adoption Agency and with the voluntary sector. The current Voluntary Adoption Agency (VAA) partnership is for the project period. Following agreement to move into a Regional Adoption Agency a procurement exercise will take place to secure a VAA partnership for ACE. Existing services commissioned from the VAA's will be extended until 30th March 2019. During this period the services will be reviewed and an analysis of needs completed to inform future commissioning activity. The current therapeutic framework currently managed by Coventry, has been extended until the end of March 2019.

16. Options and Proposal

16.1 Option1

16.1.1 Cabinet could decide not to proceed any further with a Regional Adoption Agency in partnership with the other identified local authorities.

16.1.2 This is not recommended as the Government has made clear its intention to consider using its power under the Education and Adoption Act 2016 to ensure all local authorities' adoption functions are being provided by an RAA by 2020.

16.1.3 Doing nothing would also lose the opportunity for Warwickshire County Council to join with its neighboring authorities to create a Regional Adoption Agency giving more children the opportunity to find an adoptive family and achieve permanency with more readily access to support services.

16.2 Option2

16.2.1 To enter into a partnership agreement with Solihull Metropolitan Borough Council, Coventry City Council and Worcestershire County Council to create a shared service to deliver the adoption functions of the authority. This model will operate as a partnership contractual arrangement with staff seconded into the host authority, Warwickshire County Council. The Executive Board will set the budget and strategy with the contractual agreement covering the nature of the financing and sharing at an operational level.

16.2.2 It is this option that provides for new ways of operating whilst minimising financial and HR risks that is recommended.

17. Timescales Associated with the Decision and Next Steps

17.2 Should Cabinet agree the recommendations proposed, a formal consultation with staff will take place with gradual implementation and a fully operational Regional Adoption Agency going live on the 1 February 2018.

18. Appendices

1. Cabinet report 9 February 2017
2. Staff and stakeholder consultation report
3. Draft governance arrangements
4. Equality impact assessment

Background Papers

None

Supporting Papers

Adoption: A vision for change

<https://www.gov.uk/government/publications/adoption-a-vision-for-change>

DfE paper, published 27 March 2016, updated 19 December 2016

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Local Members: N/A

Other Members: Councillors Hayfield, Morgan, Dahmash, C.Williams, C.Davies,

Roodhouse

Cabinet

9 February 2017

Arrangements for a Regional Adoption Agency - Adoption Central England

Recommendations

That Cabinet agrees:

- 1) to enter into a contractual shared service arrangement with Coventry City Council, Solihull Metropolitan Borough Council and Worcestershire County Council to formalise the creation of Adoption Central England (ACE) as a Regional Adoption Agency (RAA);
- 2) to approve a detailed co-design leading to consultation on a preferred model for ACE RAA delivery via a contractual shared service arrangement alongside Coventry City Council, Solihull Metropolitan Borough Council and Worcestershire County Council;
- 3) to approve the arrangements for hosting Adoption Central England;
- 4) to approve a detailed co-design leading to suitable arrangements to secure the Voluntary Adoption Agencies' involvement in delivery of the ACE model; and
- 5) that the Joint Managing Director (Resources) be authorised to take any decisions which he considers necessary to implement the recommendations.

1. Introduction

- 1.1 The purpose of this report is to obtain Cabinet approval of the outline proposals for Warwickshire County Council to become part of a Regional Adoption Agency (RAA) through a contract shared service arrangement with Coventry City Council, Solihull Metropolitan Borough Council and Worcestershire County; to approve the arrangements for hosting ACE; to agree for a detailed co-design to be undertaken leading to suitable arrangements to secure the Voluntary Adoption Agencies' involvement in delivery of the ACE model and approve a period of co-design and consultation on these outline proposals.
- 1.2 The new RAA will be known as "Adoption Central England" (ACE).

2. Background

- 2.1. The Government's adoption agenda as set out in 'Regionalising Adoption' (July 2015), and further developed in a Department for Education (DfE) paper 'Adoption; A Vision for Change' (March 2016) and the Education and Adoption Act 2016 compels all Adoption Agencies (of which the County Council is one) should be part of a RAA with the involvement of Voluntary Adoption Agencies (VAAs) by 2020.
- 2.2. The DfE's Adoption Policy Paper states that if Local Authorities have failed to start transitioning by 2017 consideration will be given to using the powers in the Education and Adoption Act 2016 to require them to do so.
- 2.3. It is the duty of every local authority to establish and maintain within their area a service designed to meet the needs in relation to adoption i.e. an Adoption Service.
- 2.4. A policy paper from the DfE in January 2013 – 'Further Action on Adoption: Finding More Loving Homes' identified the need for the re-organisation of the existing adoption system based as it is on each local authority delivering an adoption service as well as a voluntary adoption sector. The DfE's 'Regionalising Adoption' paper published in June 2015 spelt out the Government's expectations for all local authorities to be part of a RAA. In April 2016 the DfE published a new policy document "Adoption: A vision for Change" in which the Government committed to deliver radical, whole system redesign by regionalising adoption services by ensuring all local authorities were part of an RAA by 2020.
- 2.5. The Government requires local authorities to form regional or sub-regional adoption agencies. The rationale is that this will ensure a wider pool of prospective adopters for those children who need a permanent family through adoption.
- 2.6. RAAs will not take responsibility for the management of children's cases. They will be responsible for the recruitment and assessment of adopters, for matching them with children and for ensuring post-adoption support.
- 2.7. In response Warwickshire County Council, Coventry City Council, Solihull Metropolitan Council and Worcestershire County Council successfully bid for DfE funding to develop a RAA that has been named Adoption Central England (ACE). ACE has an established Project Team that is leading on design and creation. The work is overseen by a Programme Board and Executive Board with representatives from all the partner agencies and key stakeholders, including a number of VAAs.
- 2.8. It is envisaged that ACE will deliver excellence in practise through innovation and stakeholder engagement to become an innovative adoption service that is "Better than the Best".

2.9. The working model for the development of ACE envisages that it will deliver the following services on behalf of the partner local authorities:-

- Adoption recruitment, assessment and training
- Post adoption and SGO support including assessment for support
- Adopted adult support
- Non agency adoptions, overseas adoptions
- Fostering to adopt
- Birth parent support
- Specialist knowledge, consultation and advice
- Matching recommendations
- RAA panels
- Tracking children alongside the Local Authorities

2.10. The primary function for ACE however will be to achieve permanence for children.

2.11. There is a requirement from Government for VAAs to play a central role in any new RAA. ACE has been developing its approach in shadow stage in partnership with two VAAs namely Barnardo's and After Adoption to date. Alongside the work between the Local Authorities and VAAs partnership working is also operating with key stakeholders including Coventry University and adoptive parents.

2.12. Following submission of a transition plan to the DfE, ACE was invited to be one of 5 demonstrator projects out of the 19 pathfinders and development work continued including the need to consider and assess different types of structures and delivery models.

3. OPTIONS CONSIDERED AND RECOMMENDED PROPOSAL

3.1. The ACE Executive Board of the Directors of Children's Services for each Local Authority partner have considered the options around different types of delivery models for ACE and have collectively identified a preferred model to recommend to Cabinet to take forward to a co-design stage and on which to consult with staff and key stakeholders.

Appendix 1 contains a full breakdown of the benefits and risks associated with each model. The headlines are summarised here:

3.2 **Model 1. Contractual Shared Service.** This model operates as a partnership contractual arrangement. On the assumption that staff are seconded into the service and TUPE does not apply by law, pension costs and risk would remain with the four Local Authorities. A management board would set the budget and strategy with the contractual agreement covering the nature of the financing and sharing at an operational level. It is usual in such arrangements for one Local

Authority to act as the host to facilitate the operational activity of the service. Hosting costs are agreed shared overheads. This is legally and financially the simplest model. It does not preclude a further change but provides the opportunity for the RAA to mature within a simple and low risk framework.

- 3.2.1 Warwickshire and Coventry have expressed interest in being the host local authority. A process for the four Local Authority partners to agree the identity of the host local authority has commenced and will be concluded on 7th February 2017 through the agreement by the four Directors of Children's Services. An outline of proposed host responsibilities and criteria are included in Appendix 2.
- 3.2.2 The Executive Board has also considered and recommends that the Local Authority partners co-design and deliver the ACE services alongside a number of VAAs as is required by the Government. The Board has considered in principle a model in which the Local Authorities look to procure VAA partners to secure VAAs' involvement in delivery of the ACE model through a suitable selection process. In principle, this may be through a 'light touch' procurement which would open up the process to competition given the VAA(s) will be providing adoption support services for a fee. The host local authority would be best placed to lead, on behalf of the ACE partners, to secure the VAA's involvement in delivery of the ACE model through a suitable selection process. If the contractual shared service model is approved, there will need to follow a detailed co-design process leading to the Local Authority partners selecting suitable arrangements to secure the Voluntary Adoption Agencies' involvement in delivery of the ACE model which comply with the Public Contract Regulations 2015.
- 3.3 **Model 2.** A local authority-controlled company. This would be a separate legal entity from the local authorities. Local authorities would be shareholders or members but the VAAs would not. Stand-alone status may bring flexibilities and enable more rapid cultural change. TUPE is likely to apply. Assets and liabilities would transfer to the company. TUPE and pension risks could undermine the financial viability of this model.
- 3.4 **Model 3.** A local authority and VAA-owned company. The issues are similar to those for Model 2, though more complex. Models 2 and 3 are not recommended by the Executive Board as the preferred model given the financial and HR risks associated with the creation of a new company.
- 3.5 **Model 4.** *Not included in the appendix but discussed at the Executive Board.* Cabinet could decide not to proceed any further with a RAA in partnership with the other identified local authorities. This is not recommended as the Government has made clear its intention to consider using its power under the Education and Adoption Act to ensure all local authorities adoption functions are being provided by an RAA by 2020.

- 3.6 Model 1** is the recommended option based on an options appraisal led and approved by the Executive Board made up of Directors of Children's Services from all partner Local Authorities and CEOs of the identified VAAs. In summary, this would be a contractual shared service arrangement with Coventry City Council, Solihull Metropolitan Borough Council and Worcestershire County Council with one Local Authority partner acting as host so as to formalise the creation of ACE as a RAA.
- 3.7 Model 1 enables the new RAA to start operations with a relatively simple structure with few of the large asset and liability risks models 2 and 3 would bring. The role of the host authority would be to contribute to the improvement of adoption efficiency and effectiveness anticipated by the arrangements and evaluate over time whether further change is desirable. It does not preclude a future move to another form of organisation if member organisations judge this to be a desirable next step.
- 3.8 The Director of Children's Services for Warwickshire recommends that Warwickshire act as the host local authority. Warwickshire is geographically well placed, has a history of good performance on adoption services and shared services generally, and has a modern and effective social care record system. The Council is large enough to have sufficient management capacity and buildings' infrastructure.

4. CONSULTATION

- 4.1. Cabinet is being asked to approve a period of detailed co-design by officers followed by a period of consultation on a preferred model for ACE RAA delivery via a contractual shared service arrangement alongside Coventry City Council, Solihull Metropolitan Borough Council and Worcestershire County Council. The results of the consultation shall be considered by officers before this matter comes back before Cabinet for a final decision on the regionalisation of the County Council's adoption functions.

5. TIMETABLE FOR IMPLEMENTING THIS DECISION

- 5.1. It is proposed that a detailed service co design stage and consultation exercise takes place between February and May 2017 and, on the assumption that the details of the contractual partnership arrangements can be agreed by the Local Authority partners during this period, a final report coming back to Cabinet in June/July 2017 signing off the partnership arrangements.
- 5.2. The new service is scheduled to go live in Autumn 2017.

6. IMPLICATIONS

6.1 Financial implications

6.1.1 Once established, it is proposed that the move from embedded adoption services within each Local Authority partner to a shared RAA will be at least on a cost neutral basis and may deliver financial efficiencies due to economies of scale, for example through reduced management and back-office functions. Warwickshire County Council finance officers will work with their colleagues from the Local Authority partners and will complete due diligence before the contractual shared service agreement is signed.

6.2 Legal implications

6.2.1 The Adoption and Children Act 2002 is the principal piece of legislation governing adoption and it includes the duty on local authorities to maintain an adoption service in their area.

6.2.2 The Children and Families Act 2014 allows for the Secretary of State by order to require all local authorities in England to make arrangement for some specified functions to be carried out on their behalf by one of more other adoption agency.

6.2.3 These functions include the recruitment of persons as prospective adopters, the assessment of prospective adopter's suitability to adopt a child and the approval of prospective adopters as suitable to adopt a child.

6.2.4 The Education and Adoption Act 2016 enables the Secretary of State to require local authorities to make arrangements for their adoption functions to be carried out by an RAA.

6.2.5 The proposal to create a contractual shared service arrangement, with a host lead, enables the County Council to retain its adoption functions whilst having the advantages that a regionalised approach to adoption work would bring.

6.2.6 Solicitors from the local authorities in the partnership have collaborated in drawing in evaluating and advising on models. They drew up the models appraisal (see Appendix 1).

7. OTHER IMPLICATIONS

7.1. How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement?

7.1.1 These proposals contribute to the County Council's core aims by ensuring that children and young people are safe, achieve and make a positive contribution.

8.2 How is risk being managed?

- 8.2.1 Any change to how services are delivered brings short term risk of disruption. However, Warwickshire's current adoption practice is good and the Council is well placed to minimise any potential impact.
- 8.2.2 In the medium to long term, the proposed RAA will increase the number and diversity of adopters available to meet the needs of Warwickshire children.
- 8.2.3 The risks associated with the proposal are that the RAA does not perform to expectations. This should be mitigated by robust business and performance management.
- 8.2.4 Further risks can include the ability for RAA to operate successfully within the agreed budget. This can be mitigated by a robust financial agreement that includes long term funding arrangements (see Appendix 1).

8.3 What is the impact on the organisation?

- 8.3.1 The preferred model reduces impact on staff by creating a secondment arrangement for staff as opposed to the staff transferring into a separated body. The IT and estate issues are being considered within the detailed design stage.

8.4 Equalities / EIA

- 8.4.1 The equality duty will be met in line with national adoption legislation and policy and good practice requirements Under the Equality Act 2010, Councils must have due regard to the need to (a) eliminate discrimination, harassment and victimisation, (b) advance equality of opportunity and (c) foster good relations.
- 8.4.2 The equalities impact assessment of the project was undertaken in May 2016 and is planned to be reviewed following the consultation stage.

8.5 Implications for (or impact on) the environment

- 8.5.1 Environmental implications are not clear at this stage, although it is likely that some additional travel will be required.

8.6 Implications for partner organisations

- 8.6.1 Key partners are the four local authorities. There will be a detailed co-design process leading to suitable arrangements to secure the Voluntary Adoption Agencies' involvement in delivery of the ACE model.

9.0 Background Papers

None

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Supporting Papers:

Adoption: A vision for change

<https://www.gov.uk/government/publications/adoption-a-vision-for-change>

APPENDIX 1

ACE delivery model – Options for consideration and Recommended Model

Overview

MODEL 1 – CONTRACT: SHARED SERVICE

- The bodies involved agree to deliver ACE together – a partnership arrangement
- **Contractual agreement** covering the nature of the financing and sharing at an operational level, which is generally overseen by a Management Board which sets budget and strategy
- Contractual agreement sets out how costs, risks and liabilities are shared
- One local authority usually acts a lead/host (eg. to let contracts)
- Scope for strategic involvement of VAAs through governance structures (eg members of Management Board with defined role)
- Staff generally remain employed by their existing organisations

MODEL 2 –COMPANY: LOCAL AUTHORITY CONTROLLED

- A separate legal identity from the local authorities but still exposed to political changes within the participant authorities
- Legal documents govern how the company operates – usually standard Memo and Articles of Association enhanced by shareholder’s agreement detailing arrangements between local authority owners
- Each Council owner would normally appoint a director(s) to the company board
- VAAs could play a strategic role (eg by having a non-executive role on the Board but would need to sit out when procurement issues discussed)
- The Council owners would fund the company operating costs and share costs, risks and liabilities
- The Council owners can buy services from the company without a procurement process provided certain requirements are met (the Teckal exemption);
 - Authorities must exercise **control** over the company
 - More than **80%** of company’s activities must be for the councils that own it (so max of 20% traded to third parties)
 - No **private** participation (i.e. VAAs cannot be owners)
- Staff may be seconded to the company, but if long term arrangement, will be TUPE by operation of law (with pension implications)

MODEL 3 –COMPANY: JOINT VENTURE COMPANY

- Similar to Model 2, but company membership is extended and the company is owned by both the councils and the VAAs
- Both the Councils and the VAAs could appoint directors to the board
- All owners including the VAAs would fund the company operating costs and would share costs, risks and liabilities

- The Councils would need to undertake a procurement process to buy services from the company (no Teckal exemption)
- LA and VAA staff may be seconded to the company, but if long term arrangement, will be TUPE by operation of law (with pension implications)

HIGH LEVEL SUMMARY OF IMPLICATIONS OF EACH MODEL

	MODEL 1	MODEL 2	MODEL 3
Legal set up	Contract	Company (LA owned)	Company (LA and VAA owned)
Ownership and Governance	As run by the LAs, control is created through the contract between the LAs. This would govern governance, strategic decision making and operational delivery	Each LA would be a (probably equal) shareholder/member of the company. Each LA would probably appoint up to 2 board members. Co-opted directors possible The VAAs could have strategic influence through non-executive board membership	Control through ownership would be split among the LAs and VAAs Voting rights could determine the level of influence of each party The board would likely comprise of LAs and VAAs. Co-opted directors possible
Ease of Establishment	As run by the existing LAs and no new company to set up, there will be reduced time/cost implications Contract could take time to negotiate as these will be important to the VAAs who will not have an ownership stake LA internal approval mechanisms will need to be considered May be simpler and more streamlined to run than a company	Set up of new company will take longer and incur cost Transfer of assets, contracts from LAs into the company will need to be agreed – Transfer Agreement to be agreed. Staffing arrangements also to be agreed Due diligence and transfer process will have resourcing and cost implications LA internal approval mechanisms will need to be considered	As for Model 2, although an added complexity that assets, contracts and staff will also transfer into the company from the VAAs
Duties	Owe duties only to the LAs	Owe duties to its LA shareholders	Owe duties to its LA/VAA shareholders
Scrutiny and strategy setting	Accountability and scrutiny functions agreed through the	LA as shareholders make decisions in relation to the company, other	The company would be accountable to all its key shareholders

	contractual arrangements A management board may be established comprising LAs and VAAs	stakeholders including the VAAs participate in an advisory capacity Accountability through contractual rights can be built in for the VAAs through service level agreements	(LAs and VAAs) who will have ownership rights and will sit on the board
Role of VAAs	Contractual party LAs commission services from VAAs as providers	Non-executive members of the Management Board (and sit out when procurement issues being discussed) Company commission services from VAAs as providers	Owner of company, share benefits and risks Company commission services from VAAs as providers
Political engagement	Operational management and delivery at officer level. Role for members at strategic level	Elected members or officers as directors	Elected members or officers as directors
Operational Management	One council may act as lead/host authority	Likely to appoint a Chief Executive (cost implication)	As for model 2
Costs/risk sharing	Flexible - as parties agree within the contract	LA	LA and VAAs
Funding	LA funded	LA funded - although depending on the company's objects/structure may be capable of attracting funding not available to the LAs LA financial assistance to the company (if not through a procurement process) may breach state aid rules unless one of the exemptions applies	LA and VAA funded Like Model 2, may be able to attract other funding
Assets and Liabilities	Flexible - as parties agree within the contract May remain undisturbed	Externalising the service would involve a transfer of assets and liabilities – liabilities previously undisturbed may crystallise (e.g. pensions,	As for Model 2

		premises) and will need funding by the LAs	
Staff	<p>Either delivered with each organisation keeping its employees or their TUPE to another organisation (e.g. host)</p> <p>Councils may simply change line management</p> <p>Secondments can work for time limited projects or shared services - long term secondment may mean TUPE by default</p> <p>No possible just to change terms and conditions to harmonise – need to rely on an ETO reason or dismissal and reengagement</p> <p>HR protocols may be used to aid consistent ways of working</p> <p>Restructuring and redundancies may be necessary if cost savings are significant driver</p>	<p>Long term secondment may mean TUPE by default</p> <p>No possible just to change terms and conditions to harmonise – need to rely on an ETO (economic, technical or organisational) reason; or instead dismissal and re-engagement</p> <p>Restructuring and redundancies may be necessary if cost savings are significant driver</p>	As for Model 2
Pensions	<p>Undisturbed - no crystallising event. Provided the staff remain employed by their existing employers then they would continue their membership of their existing pension schemes.</p>	<p>TUPE and pension risks could undermine financial viability of this model</p> <p>Wholly owned LA company will be a Scheme Employer within the meaning of the Pension Regs.</p> <p>If TUPE applies, the Best Value Direction and the</p>	As for Model 2, except that the VAAs, as owners of the company, could also be exposed to on-going pension liabilities unless where all liabilities underwritten by LA members

		<p>Fair Deal policy 2013 requires the new company to make available LGPS membership or a broadly comparable scheme (presumption is LGPS). This will be costly for the new company (its council owners)</p> <p>Company able to elect whether to offer LGPS membership to all its employees or just a designated group i.e. it can be an open or closed employer</p> <p>Funds will ask LA owners for guarantees/ underwriting by suggesting that the employers contribution rate will be unaffordable otherwise.</p> <p>Decision on whether transferring employees will remain in each of their LGPS and the company will have a series of admission agreements or (perhaps preferably) there will be a bulk transfer of all those employees into one LGPS, with a back to back agreement between the LAs agreeing how any pension underwriting is to be shared between them</p> <p>If company ceases to operate, pension liabilities may crystallise with significant financial implications for the LAs</p>	
Procurement and	The LAs will not be	As for Model 1 – if the	The LAs would not be

commissioning	required to undertake a procurement exercise in order to contract with each other	company is owned by the Councils, the Councils can buy from it without a procurement process	able to contract with the company directly but must instead follow a procurement process
Protection of Assets	The LAs will need to enter into service agreements with other LAs and the VAAs for delivery of specific services it needs to operate. VAAs and other LAs may provide specialist adoption services through contractual arrangements	LAs will want to protect their own assets when establishing the company. It will be important at the outset to carry out due diligence to establish ownership of assets and what will transfer into the company/stay with the LAs	LAs and VAAs will want to protect their own assets when establishing the company. It will be important at the outset to carry out the requisite due diligence to establish ownership of assets and what will transfer into the company/stay with the LAs and VAAs
Property	Need to ensure that physical property is available which the RAA will fit into	As for Model 1	As for Model 1
Cultural change	There may be greater scope for cultural change than if each LA continues to work alone	Capable of establishing a separate identity from the LAs Cultural change may be more rapid than where internal LA service	As for Model 2
Systems and Processes	Consider compatibility of council IT and finance systems to "talk to each other"	As for Model 1 unless new systems procured (cost implications)	As for Model 1 unless new systems procured (cost implications)
Ability to trade	Limited - although query whether trading is a primary purpose of establishing the RAA or an ancillary benefit if opportunities arise	If LAs wish to do something for a "commercial purpose" (i.e. trade) then company required	As for Model 2
Tax implications	Adoption services are generally not VAT-able Standard rate supplies may attract VAT	As for Model 1	As for Model 1
Customer/stakeholder engagement	May not be necessary depending on the level of change	Very likely to be needed	As for Model 2

APPENDIX 2

Role of the partners and the host in a Shared RAA Service Once Operational - subject to detailed partnership agreement being drawn up

Key role of the partners/ management board:

1. To be represented on the management board and commit to attending meetings at the right level to enable decisions to be taken (i.e. sufficient delegated authority)
2. To make key decisions as members of the management board – for certain identified decisions unanimous agreement will be required. Each authority has 1 vote.
3. To set the strategic direction of ACE, including the interface with Ace Innovate, approving the ICT and the estate management strategy, approving the HR strategy and staff management arrangements, setting and monitoring performance targets
4. To agree the annual financial budgets and distribution of resources including staff and the financial model for sharing of the host costs between partners (the initial financial budget will be a key decisions to be agreed prior to 'go live' by the Executive Group)
5. To take on 'lead partner' roles as agreed by the management board (e.g. VAA lead, University R&D lead, training lead, best practice lead, stakeholder engagement etc.)
6. To promote the continued engagement of the partner VAA(s) and key stakeholders (including adopters) in delivery of the Adoption Service – it is intended that the partner VAA(s) and key stakeholders will be included on the management board as non-executive members with restricted voting rights. There will be provision for this category of member to withdraw from the meeting in the event of a conflict. The relationship between the management board and any 'ACE innovate' arrangements needs to be worked up in more detail
7. To monitor budget performance and expenditure (open book accounting) and take any required financial decisions
8. To monitor performance (of RAA & individual members) and take any required performance management decisions.
9. To monitor compliance with the legislative requirements of maintaining and providing an effective adoption service.
10. To support implementation of the HR model for ACE staff
11. To support and maintain an effective interface between children's social work services and the RAA
12. To support where possible the harmonisation of services between the local authorities and the RAA.
13. Appointments to the statutory officer posts for ACE

Key roles of the host:

1. Be the legal entity for the purposes of the ACE which role would include letting of contracts for and on behalf of all partners
2. To provide support services to support ACE - Legal, HR ,Finance, Insurance, business, administration
3. To be responsible for commissioning and procurement in accordance with decisions of management board
4. To provide, advise on and support ACE ICT requirements
5. To support the ongoing delivery of the estate management strategy as agreed by the management board
6. To hold any agreed budget provision and/or manage implementation of the cost/risk sharing arrangements in accordance with decisions of management board
7. To produce required performance information including such tracking information as the management board requires

8. To administer the management board and operational group

In relation to the role of the host, the expectation is that the host would not incur any additional financial burdens as a result of fulfilling this role and would be reimbursed for costs associated with carrying out the role in accordance with agreed financial principles.

Although the host will be responsible for ensuring the operational delivery of the above, the host will be expected to adopt a facilitative and collaborative approach, agreeing the parameters of the role in each of the areas referred to through discussion and decision at management board level as appropriate, whilst maintaining sufficient pace of delivery. Partners will be expected to engage with the host on issues as they arise as appropriate.

Characteristics of the Host

1. Political and organisational agreement to fulfil the role.
2. Adopt a facilitative and collaborative approach.
3. Commitment to acting as host for duration of arrangement (partnership agreement will set out exit provisions for all partners).
4. Capacity and infrastructure to provide management and leadership to the RAA arrangements and its governance structure.
5. Capacity and infrastructure to provide the support functions of the RAA including ICT, commissioning and procurement.
6. Capacity to produce performance information by RAA & individual members.

Report to:	Cabinet
Meeting date:	9 th November 2017
Subject/Report Title:	Summary of responses to staff following ACE staff engagement period.
Report from:	Project Team
Lead Contact Officer:	Michelle Whiting Project Lead/ Rita Chohan Project Manager

1. Purpose of Report

- 1.1 ACE has been working to a Go Live deadline of 1/02/18. The final go live decision is subject to cabinet approval by all four local authorities forming the Regional Adoption Agency.
- 1.2 In order to inform the operating model and impact on staff and services, staff engagement and stakeholder consultation events were delivered from 11 July to August 11th 2017.
- 1.3 This report gives an overview of the:
- Process followed
 - Views gathered during the staff and stakeholder events period
 - Feedback provided
 - Practice issues resolved.

2. Decision(s) Recommended

- 2.1 To acknowledge that there are no substantive issues raised that cannot be resolved through the proposed ACE delivery mode.

3. Background

- 3.1 To inform the service redesign and implementation of ACE there has been ongoing engagement events. This process commenced in January 2016:
- To shape the service design there were over 112 practitioners engaged to gain their working knowledge of adoption services and how to implement improvements.
 - 6 initial consultation events for staff and stakeholders were held during January and February 2016 and 3 events for adopters.
 - These were followed up in July 2017 by 6 engagement events for staff directly affected across all the local authority partners.

- 5 general stakeholder engagement events and specific events for Children and Family Court Advisory and Support Service (Cafcass, court based social workers) and adoption panel members.
- In June 2017 Adopter Voice delivered events and Adoption UK conducted surveys leading to establishing an Adopter Advisory board.
- All of these groups were invited to comment via email or on the staff preference form (comments are attached, appendix 1).

3.2 The July 2017 events staff were invited within each organisation to go through ACE proposals in more detail and informed of the work that is ongoing and to get their views as to how they feel the service will succeed.

3.3 As part of the events and continuing engagement staff were invited to complete preference forms on where, if proposals are adopted, staff would like to work within the new structure to inform the numbers required within the structure going forward.

3.4 They were also be asked whether they would like to be considered for a promotion into a management role (this would be subject to a selection process). Dependant on these results, this may determine the short term structure with a long term structure to work towards.

3.5 It is expected that any vacancies that arise at any time throughout this hosted agreement will be recruited by Warwickshire County Council and may be recruited to meet the needs of the long term structure.

3.6 It is not expected that contractual roles and responsibilities will change, however as this is a new way of working, it may be that day to day duties will be reconfigured.

3.7 Staff member's personal circumstances, professional knowledge of service area and preferred location will be considered.

3.8 There are no post holders expected to be displaced as part of current proposals. There are sufficient posts for the numbers of staff working in all authorities and there are also vacancies in teams which we hope to recruit to once the preference exercise is finalised and the gaps in the structure are identified.

3.9 Any vacancies within the service will be advertised by Warwickshire County Council and appointees will be recruited on Warwickshire terms and conditions of service.

3.10 Following the cabinet decision there will be formal consultation period to agree roles and locations. Once finalised, recruitment into vacancies will commence.

4. Implications

- 4.1 Following an analysis and response to views submitted (appendix 1) there are no practice issues that cannot be resolved. The main area was on location which can be addressed through flexible working arrangements and smarter use of technology.

Staff Engagement Response - September 2017

Below are the responses to suggestions/comments made on staff preference forms and joint comments from the Worcestershire adoption team. These were invited during a staff engagement period from July 11- August 11th 2017 as part of the ACE project. This will help inform the delivery model and final cabinet decision to commence the Regional Adoption Agency.

Suggestions / Comments	Lead Response
1. Pathways into ACE & Pathways to Children's Services	
1.1. Post adoption duty calls to be taken / completed by the specialists not duty	It is hard to quantify what the demand will be so the managers will need to keep this area under constant review in the initial period in terms of resourcing this with staff. The hub and each spoke will have a clear entry point which will be drawn up as pathways into the service
1.2. This is before consideration is given to how this will sit within needing to work closely with our colleagues in each LA Safeguarding/LAC Permanency/Early Help (etc.) Department 1.3. Concerned about working relationships with local children's services	There are clear pathways being drawn up and agreements made with each authority as to how adopted and SGO children access Early Help, Children in Need and Child Protection Services which clearly identify the differing responsibilities of the LA & ACE workers. In addition there will be regular meetings with the relevant managers in each authority in addition to the opportunities to raise issues via the Governance mechanisms
2. Administration	
2.1 The letterbox role within Worcestershire currently generates a large amount of birth relative support/adoption support work which requires constant Social work	The consultations and service design have highlighted the importance of back office support in delivering an efficient modern adoption service. Now we are at a point where we are

<p>overview. Our letterbox co-ordinators are extremely experienced in a very specialised role and I would question why this will be managed by a non-social worker manager? This leaves room for risk to be missed as workers are not trained social workers, neither would there be a social worker management overview.</p> <p>2.2 Admin support is always lacking as it is more cost effective than SWs</p> <p>2.3 Admin is especially needed in the HUB as can see it becoming a mini MASH and proving difficult to manage</p> <p>2.4 More admin time would also be helpful as they are currently stretched to the limit. Have already been looking at ways of helping with the work and devising forms that give the relevant information more easily</p> <p>2.5 An allocated admin person has been really important for me and someone who understands the system, especially as I am not in the office regularly. I have been very lucky with my recent supports, though am aware that they are stretched and so try to complete as much as I can on my own</p> <p>2.6 I do feel that the whole process has been very social worker led and the necessary administration processes do not appear, at this stage, to have been considered / communicated thus causing considerable anxieties within the business support team.</p> <p>2.7 One admin worker covering post order support and family finding seems inadequate and will be a huge role.</p>	<p>clearer about ICT delivery timescales and the service specification we will review whether we have sufficient skilled administrators to commence the organisation.</p>
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3 Management/ diversity and salaries	
<p>3.1 Could an ATM post be considered within the spokes due to the number of staff that one manager can supervise (esp. at Solihull with the responsibility for the Therapeutic team)</p> <p>3.2 A reduction in manager roles within the spoke would indicate that there will be a reduced number of staff to provide the same roles across the area. One manager covering post order support and family finding seems inadequate and will be a huge role.</p> <p>3.3 Male / female and diverse ratio of social workers, as you discusses sensitive issues that need a mixed workforce to respond to and meet this need.</p> <p>3.4 Salary indifferences across the LA through ACE, for doing same roles, both this and next year.</p>	<p>The number of management posts have not been reduced there was x team and service managers and in the proposed ACE structure there are y. The proposed structure was designed to ensure that the span of supervision for managers (number of reports) is even and equitable.</p> <p>A larger regional service should support greater diversity but we will need to monitor this.</p> <p>We compared the LA payscales and there are differences across the authorities but the key differences are at the start and end of the pay scales. Most of the staff sit in the middle so there is not a huge variance in the actual pay of staff in scope.</p> <p>We did spend a lot of time considering this but our consultations with you to date led us to believe that at this point maintaining your existing terms and conditions was more important than homogenising the pay scales.</p>
4 Structure	
4.1 Why have a hub and a spoke?	

- 4.1.1 Division of part of the service into spokes and Hubs will lose valuable working relationships
- 4.1.2 To have assessment worker's based in the Worcestershire Spoke with family finding and children's social worker colleagues. At present, this aids family finding and joint working with children's social worker's. In addition, experience and consultation between colleagues is productive to everyone involved. There is good team work and support. This is valuable in making good placements for children, planning placements, support of children and families after placement. As was mentioned in the joint assessment team statement to ACE, Worcestershire Adoption Service was credited for their function in the recent Ofsted inspection.
- 4.1.3 There is not enough information at this stage regarding how this model will work in practice to comment about how it could be improved. Splitting out the roles in this way raises concerns about efficient working together between Duty, Recruitment, Assessment, Family Finding, Panel, Pre-Order and 12 months post-order support, letterbox and then Post Order Support.
- 4.1.4 I welcome the opportunity to share resources such as training, knowledge and placements with colleagues from other areas and see ACE as an opportunity to share and pool the good practice from each area.

One of the key benefits of scaling up adoption activity from Local authorities to a regional approach via ACE that we identified was the ability to improve recruitment particularly for the 20% of children that we struggle to place and that we revise our assessment processes to broaden our cohort of adopters and bring new ways of working which help them test out whether they might be able to parent a child or children with higher needs. ACE has been awarded practise improvement grant to develop a new approach which includes upskilling our workforce and adopters with evidenced based methodologies

4.2 Should non agency (step parent) adoptions be in the Hub with adopter assessments?	
<p>4.2.1 Move non agency assessments into the HUB and bring the other training post order into the spokes where the connection with the community is</p> <p>4.2.2 Non agency assessments would be undertaken by assessment workers not post adoption workers.</p> <p>4.2.3 Logical sense to put step parent and adoption parent assessments in the same place be it Hub or Spoke</p> <p>4.2.4 Non agency adoptions should be part of the adoption team rather than the adoption support and family finding function</p>	<p>We will reconsider whether non -agency assessments should be in the Hub or the spokes</p>
4.3 Should post adoption and family finding be in the same team?	
<p>4.3.1 Separate out post adoption support from family finding and bring access to birth records into the spokes to be close to post adoption support</p> <p>4.3.2 Not sure how family finding fits in and if it's a separate role to post adoption</p> <p>4.3.3 Need assessment workers in the spokes or at least working in the spokes for the most part of the working week</p> <p>4.3.4 Birth records counselling best placed with adoption support</p> <p>4.3.5 present ACE structure doesn't lend itself to people with post adoption skills</p> <p>4.3.6 Family finding is suited best within the HUB and with the assessment side of the work</p> <p>4.3.7 Completing birth records as part of the HUB</p>	<p>The thinking was that the spokes are predominantly teams undertaking child focused work and that it is critical that they are closely connected with their respective Local Authority Childrens Services which is why they are based in each LA. The hub teams' work is predominantly adult focused. However we appreciate that adoption services are complex and it is critical that the Hub and spoke teams work closely together and the work can be split along different lines. Your comments will be considered by the managers and the structure reviewed.</p> <p>There are 2 schools of thought as to which is most efficient highly specialised staff doing 1 role e.g. post adoption support or a more generic role. As discussed at the consultation one size doesn't fit all and although the same standards will be expected</p>

<p>4.3.8 Would like more information regarding the role/distribution of the social workers in the Hub i.e. will there be sub teams for stage 1 and recruitment?</p> <p>4.3.9 Training for adopters and SGOs (Post Order) will need to remain local to where they live</p> <p>4.3.10 I am not yet fully clear on what the proposed family finding process will look like but I would also be concerned about the family finders and the assessing workers being separated. At present as both are in the same location it allows for valuable discussion and "thinking outside the box" to happen. This has meant that adopters have been allowed the opportunity to consider children outside of their original "criteria" and families can be found for children whom perhaps they wouldn't have been otherwise.</p> <p>4.3.11 Panels – it is not clear where these will be held however I would advocate that these need to remain local to each authority. If they are all held in the Hub this will have significant financial and time implications with many social work hours wasted travelling to and from panel; hours which the children's social workers in particular cannot afford to lose.</p>	<p>from each team there is room for the team managers to consider the skills experience and ambitions of their staff group and deploy the work accordingly. So some workers may choose to have a very specialised case load and others be more generic. But just as now, the team will need to cover the work and there may be times when some flexibility is required.</p>
<p>5. Geography</p>	
<p>5.1 I think that it is important that Adoption Panels, for matches and suitable to adopt applications, are held at each of the spokes to limit travelling time / expenses for local authority social workers and adopters living locally.</p> <p>5.2 We already have an excellent and effective Adoption Panel within Worcestershire that are committed and passionate to obtain permanency and achieve successful</p>	<p>It is proposed that the ACE panels will be held in each of the authorities on a proportionate basis but that any panel can be accessed thus reducing the need for additional panels. The members of the current central list will be invited to join an ACE central list.</p>

<p>outcomes for Worcestershire children however, if necessary, we could draw upon a larger ACE Central List to increase diversity / knowledge at local Panels as appropriate.</p> <p>5.3 If the regulations allow however for all of the panels to have an "ACE" identity, this could allow for far more flexibility and therefore more approvals and matches to be made in a timely manner. For example if there is a match for a Worcestershire child but no space for a while in the Worcester based panel, but there is a space in the Coventry based panel, then the match could be presented to the Coventry panel to allow the match to proceed without delay.</p> <p>5.4 Understand the need for assessments to be standardised across the whole of ACE but could this not be achieved by the workers being under the same management, attending team meetings and joint training?</p> <p>5.6 Birth parent services – these are to be based in the HUB? Presumably there wouldn't be an expectation that birth parents travel to the Hub? Birth parents find it very difficult for a variety of reasons to travel to local venues so this distance would make it almost impossible for them to engage with this service.</p> <p>5.7 Post adoption support best placed to be in the South of Warwickshire where the majority of adoptive resides</p> <p>5.8 Concerned about the spoke for Warwickshire being in the North when the majority of the adoption work is in the South</p> <p>5.9 However I would like to reiterate that I do have some concerns about the proposal that the assessment workers are based in the Hub.</p> <p>5.10 This would have a significant impact on the amount of</p>	<p>This is what is proposed. In terms of base ACE will support Flexible working but will want also to develop team identities and Cover the work.</p> <p>This is being reviewed by the Lead manager but while the service May be based in the hub there will still be local delivery.</p> <p>The spoke teams need to be large enough to be viable. It is not possible to have workers based in each area of each local authority.</p> <p>We believe that this can be addressed through flexible working. All ACE workers will have a designated base but will also be able To work from any of the hub or spoke offices, home or other</p>
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<p>travel that they would incur which would not only have an impact on them personally financially but will also impact on the amount of time that they have to actually undertake their work as they will be spending more time on the road.</p> <p>5.11 It has the potential to make it more difficult for them to support their adopters because of the distance. I understand that they will not be expected to always be at the Hub but will space be designated for them at the Spokes? If not they could very much feel like they are in no man's land and could become very isolated from other worker</p> <p>5.12 There are improvements that could be made to enable a quicker service, which would mean other equipment which can be used at home.</p> <p>5.13 Is it expected that the Assessing Social Workers in ACE will be allocated assessments in their Local Authority areas, as at present?</p> <p>5.14 "We envisage that employees working within the Hub would be required to work from the Hub for a proportion of the working week": what 'proportion' is envisaged, and for what purpose?</p> <p>5.15 If we are expected to be 'flexible and agile' in our working, though based at the Hub, would there be provision for us to work in other locations, including the Spoke(s), or from home? If the latter, what provision will there be for the costs of agile working (namely heating, Wi-Fi, printing)?</p> <p>5.16 If we are to be 'based' at the 'hub' in Warwick, what is it envisaged we would actually be <i>doing</i> when there, given that most of our work needs to happen where adopters, foster carers and other professionals are?</p>	<p>Suitable sites dependent on service requirements.</p> <p>It is proposed to kit social workers with a lightweight laptop and Smart phone</p> <p>Managers will want to make the best use of their social workers And will endeavour to give them workloads which take of their particular circumstances, experience , interest and ambitions with the caveat that service needs must be met.</p>
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<p>5.17 Therapeutic intervention is provided from one location be it either the HUB or Spoke and may have an impact on preferences for HUB and Spoke</p> <p>I have worked in a team, in another authority, where the central office was a distance away and the teams were based in localities. The teams' were managed centrally by a manager, based at the central office. The team met for monthly team meeting. This model worked well</p>	<p>It is proposed that the therapeutic team is managed by the Solihull spoke in order to balance numbers. They will not all Necessarily be based there</p>
<p>6. Workforce</p>	
<p>6.1 Difficulty to see how regionalisation will improve service delivery</p> <p>6.2 Thinks regionalisation will create some real positives</p> <p>6.3 Under estimation on how people may feel about location, pay differences, sense of losing team and not knowing who the manager is you are working for</p> <p>6.4 The process of regionalising certain processes and aspects of the model is a significant concern that this could cause delay for the child</p> <p>6.4 Workforce Like to enhance skills within other specialist areas</p> <p>6.5 Would like opportunity to diversify and learn as splitting up the role</p> <p>6.6 Training has been an issue and it has been the case that the work I do is less important than that of others and so I have been the last to get any training. I tend to look at issues in my own time, although there are new systems in place that I can now access.</p> <p>6.7 Training should be integral part of the post adoption work</p> <p>6.8 Training being given by workers in the spoke needs to be</p>	<p>Regionalisation is untested however the work practitioners have completed have identified a number of areas where practice can be improved. The DFE feel that working on a larger scale will Support efficiencies.</p> <p>The impact of change cannot be underestimated and we will continue to work in an inclusive and sensitive manner to help mitigate this and identify key managers as quickly as possible. The Coram I tracking and systems should prevent this. These will start before Go live to ensure that they are robust and are preventing delay</p> <p>A comprehensive workforce development plan is being developed with additional opportunities being offer by the practice improvement grant.</p> <p>This will be for all ACE workers a programme for adopters and some of the local authority social workers</p>

<p>the opportunity for personal development e.g. train the trainer</p> <p>6.9 Workforce Currently, I feel there is a skills shortage and understanding of how best to support Adoptive and SGO families at risk of breakdown through clear understanding of how to improve from attachment focused work. I do feel this is a great opportunity to provide a consistent approach to aiding quick response to support and making clear a pathway of support. I would like a greater focus on this through our main functions of work as this will aid start to finish of adoption from assessment to Adoptive Adult information.</p> <p>6.10 Workforce The future role of in-house therapy- and training for adopters / carers</p> <p>6.11 Additional staff required for SG cases.</p>	<p>Additional social work posts have been included to cover the special guardianship work</p>
<p>7. ICT, equipment and parking</p>	
<p>7.1 Important to be able to view active records to determine other services involvement and therefore IT systems need to be able to facilitate this.</p> <p>7.2 Related to the above, what will be the arrangements for administrative support and functions, eg printing and distributing reports, receiving and sending post, co-ordinating meetings/diaries and so on?</p> <p>7.3 Is there actually sufficient parking and office accommodation at Saltisford, or might we end up driving up to 90 minutes from home only to find we have nowhere to sit and work, especially as it could happen that many workers from the different areas could be at the office on the same</p>	<p>Independent agencies are not able to view local authority records. There will be robust protocols regarding provision and timeliness of information. Clear pathways for children who are accessing other local authority services are being drawn up. Ace governance gives a platform to continue to develop any areas identified by practitioners.</p> <p>Back office services will be delivered by the HOST. There are detailed project groups addressing these areas</p> <p>We believe that there is sufficient office space and will monitor this closely. There are range of alternative car parking sites around the Saltisford area</p>

<p>day?</p> <p>7.4 Car park passes would be beneficial for all (particularly for Coventry) as this would allow staff to easily travel for meetings etc. to each office.</p> <p>7.5 Given that, if this plan goes ahead, we would be expected to move our base to Warwick, we would expect our additional travelling time to a new base in a different county on us to be absorbed in our working hours, plus our additional travel and parking costs to be met. Would this be part of the secondment arrangements?</p>	<p>Both of these are being addressed by the HR group. There will be clear agreed policy re travel arrangements</p>
<p>8. Court</p>	
<p>8.1 Sometimes there needs to be a link with the local court that can look at issues relating to cases, but I am led to believe that this liaison no longer happens.</p> <p>8.2 There also needs to access to a legal team and although they rarely get involved, it is a useful service for me in unusual circumstances</p>	<p>ACE will have access to legal services. Ace has connected with the various courts and family justice board and will continue to do so. CAFCASS have agreed to be on the ACE stakeholder governance group</p>
<p>9. General</p>	
<p>9.1 Birth Parent service is very cost effective.</p> <p>9.2 If the model changes, staff views and indications may change.</p> <p>9.3 Will need to be a smooth transition for new arrangements and how any new arrangements are communicated to birth relatives is key – Letterbox.</p>	<p>There have been no indications that the model itself needs to change although the lead manager is reviewing where some of The functions are best delivered as a result of this exercise. Staff Will be made aware if any proposed changes prior to formal consultation but all services are tweaked and developed over time.</p>

<p>9.4 Clinical supervision will need to be provided to provide quality therapeutic support to families.</p> <p>9.5 It would also be helpful if the Part 5 form could be revised as it is incredibly repetitive, but believe that this would not be possible.</p> <p>9.6 Good model.</p> <p>9.7 As the model stands today, it is hard to comment on improvements as I cannot visualise the details of how it will work. I can and would like to see as mentioned above a greater focus on child and parent support.</p> <p>9.8 Organisation of activities for adoptive children to celebrate and support them questioning their identity through the age ranges.</p> <p>9.9 Ensure that best practise from the working groups is captured and used within ACE.</p> <p>9.10 Will the business support officers also be seconded for 12 months in the first instance?</p> <p>9.11 Data protection how will ace share information e.g. sensitive medical information with other agencies</p> <p>9.12 What is the rationale for us continuing to 'casework' the families for 12 months post-Order?</p>	<p>This is being addressed</p> <p>This is part of the practice improvement bid.</p> <p>The scale of ACE allows this to be further developed.</p> <p>The work of the practice groups is being used to develop the case recording system, policy and procedures. The new service design will be shared through induction sessions</p> <p>Yes all staff will be seconded for 12 months</p> <p>This is being addressed by the ICT group who are setting up an information sharing system which meets data protection requirements</p> <p>OFSTED recognised this as good practise but more importantly is allows adopters to have a worker who knows them and their child supporting the early period of adoption, this may be very</p>
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	<p>light touch in many instances, but where more is required or the support plan needs to change this known worker can then do a tapered hand over to the postadoption support team. This is particularly important as it is ACE ambition to enable more challenging children to be adopted. Therefore we must have robust support systems which reflect the adopters articulated view that they need someone who knows their story and understands their child.</p>
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**SCHEDULE 3
ACE GOVERNANCE ARRANGEMENTS**

1. INTRODUCTION

- 1.1 This Schedule sets out the governance structure that shall apply to ACE.
- 1.2 The purpose of this Schedule is to provide clear principles around the functions, roles and responsibilities of ACE.
- 1.3 An overview of the governance of ACE is set out in the diagram at **Schedule 1, Appendix 1 to this Agreement (“ACE Governance Structure Diagram”)**.

A. THE EXECUTIVE BOARD

Membership

- 1.4 The Executive Board will comprise of the Directors of Children’s Service of each Party or their properly nominated officer and the ACE Lead Manager.
- 1.5 The Board will consult (in so far as it is considers proper and appropriate to do so):
- (a) Representatives from Voluntary Adoption Agencies; and
 - (b) Representatives from other stakeholders
- but these representatives shall have no voting rights on any decision of the Executive Board.

Terms of Reference

- 1.6 The Executive Board is the key decision making body of ACE which shall meet on a regular basis to discuss the major issues facing ACE.
- 1.7 The activities of the Executive Board shall include:
- (a) Providing oversight, advice and endorsement of the strategic direction of ACE as reflected in the agreed statement of purpose and in accordance with all relevant legislation;
 - (b) Determining at a strategic level the composition of ACE and the relevant funding arrangements, including making decisions under this Agreement in relation to parties joining and/or withdrawing from ACE;
 - (c) Agreeing at a strategic level the performance framework for ACE and receiving performance information;
 - (d) Monitoring the operation of ACE against the ACE Functions, including the interface and inter-relationships between ACE and the Parties;

- (e) Approving the appointment of the ACE Lead Manager;
- (f) Addressing any issues escalated by the ACE Lead Manager by providing support and challenge;
- (g) Overseeing the formulation of an annual service plan including the workforce development programme;
- (h) Overseeing, reviewing and endorsing the ACE budget setting and addressing financial issues that will impact on the effectiveness of ACE, including any business case for investment and any disposal and/or purchase of Assets;
- (i) Reviewing the ACE staffing arrangements and monitoring whether the secondment model continues to be the most appropriate staffing arrangement;
- (j) Reviewing the governance arrangements set out by the Agreement and agreeing any variations to the Agreement;
- (k) Resolving any conflicts between competing interests of the Parties;
- (l) Resolving any disputes referred to it via the dispute escalation procedure set out in this Agreement;
- (m) All other obligations conferred to the Board as set out in the Agreement.

Accountability and Responsibility

- 1.8 Each Party is responsible for ensuring that their nominated representative(s) (or named substitute) are available to attend each Board meeting.
- 1.9 All members of the Board will be in a position to make decisions within their respective organisation, where appropriate, and save for those matters which shall be referred back to the authorities for resolution in accordance with the terms of this Agreement.
- 1.10 All members of the Board will be responsible for reporting to their organisation, through their respective governance arrangements.

Meetings

- 1.11 The Executive Board shall meet quarterly or at greater or lesser frequency if it so decides.
- 1.12 The Board shall elect a Chair from amongst its Party members to serve for a twelve month period.
- 1.13 The Chair will agree the dates and times for the meetings of the Board, which shall be held at the offices of the Host.

- 1.14 The Chair will be responsible for agreeing meeting agendas and draft minutes for circulation.
- 1.15 Agendas and papers for the meeting will be sent out at least five working days prior to the meeting to provide time for Board members to read them and to identify actions for their own organisations.
- 1.16 Minutes of the meeting will be circulated within 5 working days after the meeting.
- 1.17 Physical presence at meetings is expected, there shall be no provision to dial in or host the meeting remotely to meetings unless expressly agreed by the Chair.

Quorum and Voting

- 1.18 Board members should attend each Board meeting. Each Board member may nominate a substitute to attend to the business of the Executive Board (including attending meetings of the Executive Board) on his/her behalf provided that written notice is provided to the Chair of the Executive Board in advance of any action taken by the substitute or meeting attended by the substitute.
- 1.19 Executive Board membership will work together to try to ensure that decisions whenever possible are made by consensus. Where this cannot be achieved each member present at a meeting shall have one vote.
- 1.20 Voting shall be by show of hands or affirmative confirmation in the event of remotely convened meetings approved by the Chair in advance. Decisions shall be made by simple majority vote.
- 1.21 In the event of an equality of votes the Chair shall have a casting vote. There is no restriction on how the Chair may exercise his/her casting vote
- 1.22 The agenda for each meeting will be prepared and circulated by the Chair three working days prior to the meeting (save for requests in accordance with 11.1 above). Any party may request an item be added to the agenda if this is done at least 24 hours prior to the meeting taking place.
- 1.23 Members of the Executive Board may invite one or more officers from the participating Parties to attend meetings of the Executive Board to be notified to the Chair in advance of the meeting.
- 1.24 The minutes of the proceedings of every meeting shall be drawn up by Chair. Copies shall be circulated to all those in attendance within two weeks after the date of such meeting.

B. PRACTICE AND STAKEHOLDERS PANEL

Membership

- 1.25 The Practice and Stakeholders Panel will comprise of:
 - (a) Senior Officers in each Party responsible for looked after children and the delivery of a range of services;

- (b) The ACE Lead Manager or his/her representative;
- (c) Representatives from Voluntary Adoption Agencies;
- (d) Adoptive parents;
- (e) Representatives from other professional agencies, including CAFCASS, Health and Education;
- (f) Operation Managers of ACE;
- (g) Other representatives nominated by the Parties, which may include any other individuals affected through adoption.

Accountability and Responsibility

- 1.26 Each Party is responsible for ensuring that their nominated representative(s) (or named substitute) on the Practice and Stakeholders Panel are available to attend each meeting.
- 1.27 All members of the Practice and Stakeholders Panel will be expected to:
- (a) be in a position to progress issues on behalf of their respective organisations;
 - (b) be responsible for reporting to their organisation, through their respective governance arrangements;
 - (c) commit time to undertaking specific tasks to develop and improve ACE;
 - (d) be the key point of contact to identify and resolve issues which impact on the operation of ACE, including the timely placement of children;
 - (e) act as a champion for adoption and promoting ACE;
 - (f) take responsibility for the timely sharing of information and data from their agencies as required by ACE.

Meetings and Decisions

- 1.28 The Practice and Stakeholders Panel shall meet every two months and the meeting shall be held within the ACE geographical area of the Parties covered by this Agreement as determined by the membership.
- 1.29 The ACE Lead Manager or his/her representative shall be the Chair of the Practice and Stakeholders Panel.
- 1.30 The Parties shall ensure that they send a representative to each meeting of the Practice and Stakeholders Panel.

- 1.31 The agenda for each meeting will be prepared and circulated by the ACE Lead Manager five days prior to the meeting. Any party may request an item be added to the agenda.
- 1.32 The minutes of the proceedings of every meeting shall be drawn up by the ACE Service Manager. Copies shall be circulated to all those in attendance within two weeks after the date of such meeting.

Terms of Reference

- 1.33 The activities of the Practice and Stakeholders Panel shall include:
- (a) Developing good practice and joint working between the Parties and stakeholders in relation to ACE for approval by the ACE Lead Manager;
 - (b) Monitoring and reviewing the ACE Functions and the performance of ACE against the Service Specification in order to make recommendations to the ACE Lead Manager as to improvements that could be made;
 - (c) Identifying and constructively resolving any operational difficulties or disputes between competing interests of the Parties and stakeholders;
 - (d) Reviewing and endorsing proposals produced by ACE under the direction of the ACE Lead Manager; and
 - (e) Promoting the profile of ACE and maintaining strong communication links between the Parties and stakeholders.

ACE LEAD MANAGER

Appointment

- 1.34 The Parties have appointed an ACE Lead Manager.

Terms of Reference

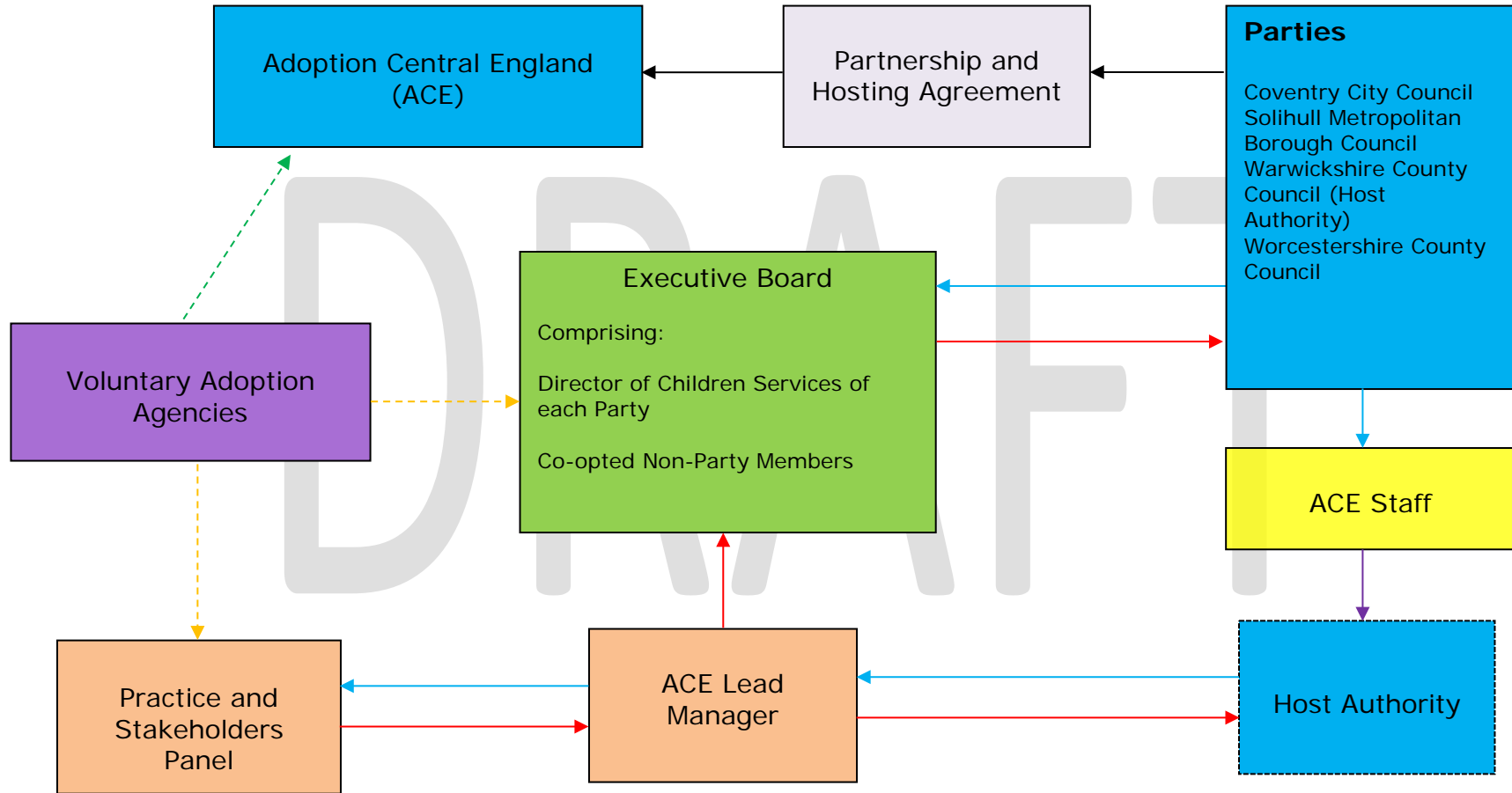
- 1.35 The activities of the ACE Lead Manager shall include but not be limited to:
- (a) Attending and advising the Executive Board and Chairing the Practice and Stakeholders Panel;
 - (b) Providing general day to day management of ACE;
 - (c) Be available as an expert for local authorities to call on as required;
 - (d) Managing ACE Staff and resources;
 - (e) Driving and continuing to improve the performance of ACE teams;
 - (f) Developing and maintaining partner relationships; and

(g) Reporting to the National Adoption Board as required.

1.36 This list is not exhaustive a fuller list of duties and obligations are outlined in the Job Description at Part 1 of Schedule 5 and within the terms of this Agreement.

DRAFT

**SCHEDULE 1, APPENDIX 1
ACE GOVERNANCE STRUCTURE DIAGRAM**



- Key**
- Appointment —
 - Accountability —
 - May Provide Services - - -
 - Membership - - -
 - Secondment —

EQUALITY IMPACT ASSESSMENT/ ANALYSIS
Adoption Central England
Regional Adoption Agency Project

Incorporates

PL-CSOC-05
Regional Adoption Agency

Warwickshire County Council

Equality Impact Assessment/ Analysis (EqIA)

Group	People Group
Business Units/Service Area	Children's & Families
Plan/ Strategy/ Policy/ Service being assessed	Adoption Central England/ Regional Adoption Agency project
Is this is a new or existing policy/service? If existing policy/service please state date of last assessment	EIA completed 12/04/2016 Reviewed 22/8/16 Reviewed 26/09/17
EqIA Review team – List of members	Michelle Whiting Interim Project Manager Rita Chohan Project manager
Date of this assessment	12/04/2016 Updated 12/08/16 Updated 26/09/17
Signature of completing officer (to be signed after the EqIA has been completed)	
Are any of the outcomes from this assessment likely to result in complaints from existing services users and/ or members of the public? If yes please flag this with your Head of Service and the Customer Relations Team as soon as possible.	No
Name and signature of Head of Service (to be signed after the EqIA has been completed)	Beate Wagner Head of Service Social Care and Safeguarding
Signature of GLT Equalities Champion (to be signed after the EqIA is completed and signed by the completing officer)	Chris Lewington Head of Strategic Commissioning

A copy of this form including relevant data and information to be forwarded to the Group Equalities Champion and the Corporate Equalities & Diversity Team



Form A1

INITIAL SCREENING FOR STRATEGIES/POLICIES/FUNCTIONS FOR EQUALITIES RELEVANCE TO ELIMINATE DISCRIMINATION, PROMOTE EQUALITY AND FOSTER GOOD RELATIONS



High relevance/priority



Medium relevance/priority



Low or no relevance/priority

Note:

1. Tick coloured boxes appropriately, and depending on degree of relevance to each of the equality strands
2. Summaries of the legislation/guidance should be used to assist this screening process

Business Unit/Services:	Relevance/Risk to Equalities																											
State the Function/Policy /Service/Strategy being assessed:	Gender			Race			Disability			Sexual Orientation			Religion/Belief			Age			Gender Reassignment			Pregnancy/ Maternity			Marriage/ Civil Partnership (only for staff)			
	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
ACE/ Regional Adoption Agency Project		x		x			x				x		x			x					x			x				x
Are your proposals likely to impact on social inequalities e.g. child poverty for example or our most geographically disadvantaged communities? The move from local authority adoption services to regional agencies is to enable more children including children for whom it is more challenging to find adopters (who are typically older children , children with additional needs/ disabilities, ethnic backgrounds) to be placed																								YES				
Are your proposals likely to impact on a carer who looks after older people or people with disabilities? If yes please explain how.																								NO				

Form A2 – Details of Plan/ Strategy/ Service/ Policy

<u>Stage 1 – Scoping and Defining</u>	
(1) What are the aims and objectives of Plan/Strategy/Service/Policy?	To make adoption services more efficient and effective for children and their adoptive families by undertaking them on a regional rather than Local Authority basis
(2) How does it fit with Warwickshire County Council's wider objectives?	<ul style="list-style-type: none"> - Our communities and individuals are safe and protected from harm and are able to remain independent for longer. - The health and wellbeing of all in Warwickshire is protected. - Resources and services are targeted efficiently whether delivered by the local authority, commissioned or in partnership.
(3) What are the expected outcomes?	To improve the number and range of available adopters to meet the needs of children. To improve the timescales and quality of the adoption service. To be innovative and meet the needs of children and their adoptive families
(4) Which of the groups with protected characteristics is this intended to benefit? (see form A1 for list of protected groups)	This will primarily benefit the children and their adopters or carers with Special Guardianship Orders
<u>Stage 2 - Information Gathering</u>	
(1) What type and range of evidence or information have you used to help you make a judgement about the plan/ strategy/ service/ policy?	The project and proposed changes are as a result of Government research and policy as stated in Adoption Time for Change DFE 30/4/2016

<p>(2) Have you consulted on the plan/ strategy/ service/policy and if so with whom?</p>	<p>Initial Consultation processes with staff, decision makers and stakeholders took place over March. The project plan has a 2 step decision making process with consultation planned to support main decision points. In our current plan this the DfE have changed the parameters and the decision making points are now December 16 so that there can be a full consultation over January 2017 with a proposed Go Live point of June 2017. There will be an impact on staff but at this point it is not known what the size of staff composition for the ACE RAA will be nor the methodology as to the staff that will be employed. These options are being worked up for the detailed January consultation The communication plan will include which groups will be consulted and when. The January consultation will be conducted with staff, managers, decision makers and stakeholders.</p> <p>UPATE – A delay in agreeing the host arrangements has led to staff engagement and stakeholder consultation events being delivered slightly later than planned from July 11- August 11 2017. As part of this staff were invited to complete Indicative preference forms to give an early indication of staffs support of the delivery model and preferred locations.</p>		
<p>(3) Which of the groups with protected characteristics have you consulted with?</p>	<p>We plan to consult with staff and the public once the council has agreed the way forward. Equality monitoring of consultation participants will be undertaken, including consideration of all the protected characteristics.</p> <p>UPDATE – Engagement events were delivered to all staff in scope. This will be followed by a formal consultation following cabinet approval of the RAA in November 2017.</p>		
<p><u>Stage 3 – Analysis of impact</u></p>			
<p>(1) From your data and consultations is there any adverse or negative impact identified for any particular group which could amount to discrimination?</p> <p>If yes, identify the groups and how they are affected.</p>	<p>RACE</p> <p>No negative impact only positive as the RAA aims to improve adopter numbers for specific race, age and disability groups</p>	<p>DISABILITY</p> <p>No</p>	<p>GENDER</p> <p>No</p>

	MARRIAGE/CIVIL PARTNERSHIP No	AGE NO	GENDER REASSIGNMENT No
	RELIGION/BELIEF No	PREGNANCY MATERNITY No	SEXUAL ORIENTATION NO
(2) If there is an adverse impact, can this be justified?	N/A. Any adverse impact highlighted through consultations will be worked through for resolution		
(3) What actions are going to be taken to reduce or eliminate negative or adverse impact? (this should form part of your action plan under Stage 4.)	There is no negative or adverse impact identified at present but may be subject to change based on feedback through the consultation. UPDATE – There are number of concerns of the location of the Hub particularly by staff currently based in Worcestershire. This impacts 5-8 staff transferring to Hub functions planned to be delivered in Warwickshire. An agreement has been reached to allow flexible working for all staff and requirement for Worcestershire staff to work from Warwickshire to a minimum. The use of technology will assist in staff communicating with Hub based colleagues.		
(4) How does the plan/strategy/service/policy contribute to promotion of equality? If not what can be done?	The RAA is designed to promote equality in that more harder to place children should have the opportunity of adoption		
(5) How does the plan/strategy/service/policy promote good relations between groups? If not what can be done?	The project is designed so that stakeholders are built into the governance of the new RAA and will have a greater say about the design and running of the RAA		

(6) Are there any obvious barriers to accessing the service? If yes how can they be overcome?	No, We are exploring innovative methods so that different groups can access the new service. As well as having services locally we are looking at how technology can enable accessibility.
(7) What are the likely positive and negative consequences for health and wellbeing as a result of this plan/strategy/service/policy?	Adopters and Carers of children subject to Special Guardianship Orders are, where appropriate, will be offered a range of support in order to meet the child's social, emotional, physical and psychological needs.
(8) What actions are going to be taken to reduce or eliminate negative or adverse impact on population health? (This should form part of your action plan under Stage 4.)	n/a
(9) Will the plan/strategy/service/policy increase the number of people needing to access health services? If so, what steps can be put in place to mitigate this?	NO
(10) Will the plan/strategy/service/policy reduce health inequalities? If so, how, what is the evidence?	NO
<u>Stage 4 – Action Planning, Review & Monitoring</u>	The proposals towards the move to a Regional Adoption agency will go for decision December 2016 and March 2017 when the EOI will be reviewed UPDATE: These dates changed to February 2017 and November 2017

<p>If No Further Action is required then go to – Review & Monitoring</p> <p>(1)Action Planning – Specify any changes or improvements which can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.</p>	<p>EqIA Action Plan</p>				
<p>(2) Review and Monitoring State how and when you will monitor policy and Action Plan</p>	<p>The project and move to the RAA is monitored by the Project Board with decisions being made in February 2017 and Oct/Nov 2017</p>				

Action	Lead Officer	Date for completion	Resource requirements	Comments
Update EqIA	Project manager	December 2016	Named worker	
Consultation	Project lead	23 Nov- 23 Dec 2017	Project Admin to co-ordinate	
Respond to consultation to reach resolution	Project lead	Jan 2018	Project Admin to co-ordinate	Managers to monitor impact

Please annotate your policy with the following statement:

**‘An Equality Impact Assessment/ Analysis on this policy was undertaken on 12/4/16 and was reviewed 22/8/16 the next review is due December 2016
Reviewed and updated 26/09/17**

Cabinet

9 November 2017

Review of the Concessionary Travel Scheme

Recommendations

That Cabinet agree that:

- 1) the scheme remains unchanged, with discretionary weekday travel times for Warwickshire residents starting from 9.00am and finishing at midnight on weekdays, with the exception of the services described in paragraph 14.3 below which can be boarded before 9.00am.
- 2) the scheme is agreed for a further period of five years, from April 2018 until March 2023, and that a further review of the discretionary elements is carried out during summer 2022.
- 3) a review of the discretionary elements is carried out sooner in the event of changes to the statutory scheme by central government.

1.0 The current scheme

- 1.1 The County Council operates the England National Concessionary Travel Scheme (ENCTS) on behalf of central government. The statutory scheme provides free off peak travel and funding is received from the government to pay for this. Off peak travel is defined as 9.30am to 11.00pm on weekdays and all day at weekends and on public holidays.
- 1.2 The current scheme has been operating in Warwickshire since April 2011, when the County Council took over responsibility from the District and Borough Councils, and was most recently reviewed in 2012. It consists of the national scheme plus the following local discretionary enhancements:-
 - (i) free travel between 9.00am and 9.30am on weekdays, and
 - (ii) free travel between 11.00pm and midnight on weekdays.The overall effect is that WCC pass holders can travel between 9.00am and the midnight on weekdays and all day at weekends and on public holidays.
- 1.3 In November 2012 Cabinet determined that the scheme would be reviewed during summer 2017.
- 1.4 ENCTS rules dictate that WCC pays the bus operator in such a way that the operator is no better off and no worse off than they would be if the scheme did not exist. The Department for Transport (DfT) has provided a calculator to help assess the amount that bus operators are paid.

- 1.5 WCC uses the DfT calculator to calculate the amount due to the bus operators, based on individual bus routes. A fixed amount is payable each time someone boards a bus in Warwickshire using an ENCTS pass (this includes visitors to the County, and is different for each bus route). If a WCC passholder boards a bus outside the County then the cost of that is borne by the local authority where the journey starts.
- 1.6 A current summary of the Warwickshire scheme is included in **Appendix A**.

2.0 Current review of the discretionary elements

- 2.1 A questionnaire was circulated during June and July 2017. Paper copies were sent to 4715 passholders (a random 5% selection of all current passholders), and the questionnaire was also available on the Ask Warwickshire website. A press release was also put out on 17 July. 383 responses were received online, and 1702 paper questionnaires were returned, making a total of 2085 responses. We also received a small number of letters and telephone calls from customer who did not wish to complete the questionnaire.
- 2.2 The questionnaire included three sections:-
Section A About your bus pass
Section B About the service you receive from us
Section C About the bus services
- The questions used were the same as in 2012 with the addition of some questions relating to use of the internet. The questionnaire used is included in **Appendix B** and the full report on the questionnaire results is included in **Appendix C**.

3.0 Key findings from the questionnaire results

- 3.1 The response rate to the survey was high. Although this is fewer responses than in 2012 (when over 3600 responses were received) this does still indicate the importance placed on this service by passholders. Recent surveys undertaken via the Ask Warwickshire website had fewer than 150 online responses, compared to the 383 online responses received for the concessionary travel review survey.
- 3.2 The profile of respondents does broadly represent the overall geographical profile of all passholders, although proportionally there were fewer respondents than expected from the Nuneaton and Bedworth area when compared to the proportion of passholders who live in the Borough.
- 3.3 The preferred method for contacting WCC to request a pass is still via a face to face outlet, although the preference for online services has increased from 17% (in 2010) and 21% (in 2012) to 26% in the 2017 survey.

- 3.4 When the questionnaire asked “*If the scheme within Warwickshire were changed, how would you want to see it altered?*” the highest number of respondents (579) wanted to see the scheme remain the same.
- 3.5 The other most frequently occurring comments were
- Extend the hours to include pre-9.00am (104 respondents)
 - Include rail travel (95 respondents)
 - Change the end time to 11.00pm or earlier (55 respondents)
 - Change the start time to 9.30am (54 respondents)
 - Suggested a payment is made (31 respondents)
 - Comments about eligibility for a pass (13 respondents)
 - Exceptions made e.g. rural areas, medical appointments (six respondents)
 - Earlier start time for holders of Disabled Person’s Passes (six respondents)
 - Provide free travel for a carer (six respondents)
- 3.6 Over 95% of respondents were either very satisfied or fairly satisfied with their contact with WCC, for each of the methods of contact (face to face, telephone, online).
- 3.7 Over 95% of respondents were very satisfied or fairly satisfied with the punctuality and cleanliness of buses and the attitude of bus drivers.

4.0 Delaying the start time on weekdays until 9.30am

- 4.1 Fifty four respondents suggested we delay the start time until 9.30am on weekdays. ENCTS rules mean that we have to provide free bus travel after 9.30am to anyone holding an ENCTS pass (whether or not it is issued by Warwickshire). Currently WCC also provides free travel for WCC passholders from 9am on weekdays. This additional half hour is discretionary and funded by WCC for WCC passholders only.
- 4.2 The survey results indicate that the most common reasons for travelling between 9.00am and 9.30am are for shopping or for social reasons. The results also indicate that 56% of shoppers and 44% of social travellers would catch a later bus if the start time became 9.30am.
- 4.3 Based on 2016-2017 figures (see appendix D), around 6% of ENCTS journeys were undertaken between 9.00am and 9.30am (out of a total 5.22 million ENCTS journeys in 2016-2017). The expenditure on travel between those times is therefore estimated to be c. £275k, and any savings would be likely to be less than half of this amount due to the number of passholders who would simply take a later bus and still incur a reimbursement cost for WCC.
- 4.4 Another very significant consideration is that there are a number of rural areas served by a bus between 9.00am and 9.30am where the next bus does not

arrive until after 11.00am (i.e. with a frequency of less than every two hours). It is likely that an exception would need to be made for these services so that residents were still able to use their bus passes. Although the financial impact of this is not likely to be large, it does complicate the scheme and can be confusing both for customers and for bus drivers, as well as having a disproportional impact on rural areas. Bus operators on these routes would need to be monitored so as to ensure that they were not wrongly refusing travel. The cost of funding and administering these exceptions is unknown.

- 4.5 Payments are also made to bus operators where peaks in passenger numbers can be attributed to Concessionary Travel and where additional buses and/or staff are required as a result. By moving the start time to 9.30am, there could be an additional peak caused by concessionary passengers, which would result in additional payments. These payments are evaluated on an annual basis and are difficult to predict, but it is possible that the change of peak from 9.00 to 9.30 could increase the costs payable to operators thus negating any potential cost savings.
- 4.6 Around 40% of all bus journeys in Warwickshire are Concessionary Travel journeys, so any changes to the hours of operation will inevitably have a significant impact on bus services.
- 4.7 Taking all this into consideration, it is suggested that at this point in time the potential savings made from changing the 9.00am start time would not justify the impact on passholders and on the bus network.
- 4.8 It is therefore proposed that the current discretionary start and finish times are retained.

5.0 Allowing all passholders to travel before 9.00am

- 5.1 Over 100 respondents to the survey commented that they would like to be able to use their bus passes earlier than 9.00am.
- 5.2 ENCTS passes are, by their very nature, provided for off-peak bus travel. To include peak time travel would significantly increase the costs for two reasons;
 - i. More journeys are likely to be undertaken, increasing the reimbursement cost overall
 - ii. Increasing the number of peak time passengers may require bus operators to acquire additional vehicles, and if this is attributed to ENCTS passengers then WCC must bear the cost of those additional vehicles. This is known as 'additional capacity cost'.
- 5.3 There are around 65 bus routes operating before 9.00am in the County, and the majority of those services already operate at, or close to, full capacity carrying schoolchildren as well as workers. Any significant increase in passenger numbers is likely to push those services beyond the current capacity.

- 5.4 Additional capacity cost is already a factor in the current scheme where the peak in journeys occurs after 9.00am (see paragraph 4.5) and can be attributed to ENCTS. As the cost of additional vehicles is very high compared to reimbursement costs, any change in the start time to before 9.00am is likely to significantly increase the cost of the scheme. Based on previous additional capacity cost claims, the cost of an additional bus on a single route can be as much as £70k-£100k p.a., with an average of around £55k p.a.
- 5.5 There would not be any savings associated with this option.
- 5.6 It is not proposed to pursue an earlier start time for all passholders further at present due to the additional costs (reimbursement and additional capacity cost) involved.

6.0 Earlier start time for holders of Disabled Person's Passes

- 6.1 Six respondents made comments indicating that they wanted an earlier start time for holders of Disabled Person's Passes. Some other comments made reference to the fact that the passes cannot be used to travel to school, college or work, as most people would need to be there by 9am.
- 6.2 It would be possible to have a different start time depending on the type of pass held, and some other authorities do have that arrangement. If all day travel was introduced for holders of Disabled Person's Passes, then it would be necessary to find additional funds to cover the resulting reimbursement. Currently only 4.5% of all passholders have a pass because of a qualifying disability. However, once someone reaches the qualifying age they are issued with an Older Person's Pass. This is done mainly so that there is no longer any need for evidence of disability. A passholder's entitlement to travel is currently identical regardless of that pass type they hold.
- 6.3 If additional benefits were available to holders of Disabled Person's Passes, then it would be necessary to contact all holders of Older Person's Passes to offer them the opportunity to apply for a Disabled Person's Pass. Based on the survey results, only 2% of passholder qualify because of their age and disability, which is around 250 passholders.
- 6.4 The additional capacity cost (as described in 5.4 above) may have an impact, but this is difficult to estimate because, although Disabled Person's Pass holders are only 4.5% of the total, passholders may need to travel before 9.00am on a more regular basis because they are of working age.
- 6.5 There would not be any savings associated with this option.
- 6.6 It is not proposed to pursue additional travel times for Disabled Person's Pass holders further at present due to the additional costs (reimbursement, additional capacity cost and administration) involved.

7.0 End time on weekdays

- 7.1 Fifty-five respondents suggested we stop people using their pass between 11pm and midnight on weekdays. ENCTS rules mean that we have to provide free bus travel until 11pm (where services exist). On Friday nights this means there is a strange situation where a passholder can catch a bus before 11pm, or after midnight (as ENCTS includes all day travel on Saturdays), but cannot catch the bus between 11pm and midnight.
- 7.2 There are very few services operating between 11pm and midnight within Warwickshire, and the results from the survey indicate that only 5% of passholders regularly use their pass at this time.
- 7.3 The way the scheme operates means that a cost is only incurred when a passholder boards a bus. The cost of free bus travel between 11pm and midnight on weekdays is therefore negligible. Data we hold indicates that less than 0.05% of ENCTS journeys are undertaken during these times, at an estimated total cost of £2,000 for 2016-2017.
- 7.4 The savings from removing the 11pm-midnight concession are therefore negligible when compared to the overall cost of the scheme.

8.0 Travel for carers or companions

- 8.1 Prior to WCC taking over the Concessionary Travel scheme in 2011, two of the five District and Borough Councils provided an additional enhancement which allowed some passholders with disabilities to take a carer or companion with them on the bus free of charge. WCC took the decision in 2010 not to offer this concession, and both Warwick District Council and Nuneaton and Bedworth Borough Council chose not to continue funding the enhancement once they were no longer responsible for ENCTS.
- 8.2 During the review in 2012 this subject was looked at again, following feedback, and it was estimated that this would cost a minimum of £202k annually in reimbursement if introduced countywide. Six respondents to the survey in 2017 suggested that free travel should be made available for carers accompanying passholders.
- 8.3 If funding were made available, it would not be possible to simply reissue passes to previous companion passholders as this would mean that more recent applicants and passholders from North Warwickshire, Rugby and Stratford would be disadvantaged. Implementation would need to be in three stages;
- (i) Determine the qualifying criteria for a companion pass. This would not necessarily be the same as the criteria previously used by Nuneaton and Bedworth Borough Council and Warwick District Council.
 - (ii) Publicise the companion pass to existing and future passholders.
 - (iii) Assess any applicants against the criteria of the scheme.

- 8.4 There would not be any savings associated with this option.
- 8.5 It is not proposed to pursue either a carer/companion pass further at present due to the additional costs (reimbursement and administration) involved.

9.0 Rail travel

- 9.1 One of the more frequent requests (95 respondents) arising from the survey was to include rail travel in the scheme as is done by neighbouring authorities who are part of the West Midlands Combined Authority (WMCA).
- 9.2 Rail travel has been part of the scheme in Birmingham, Solihull and Coventry for many years, and arise from the status of the former Passenger Transport Executive (or PTE) which now rest with the Transport for West Midlands (TfWM, part of the WMCA). TfWM receives a different level of funding for public transport, and also has powers which enable the authority to influence fares and timetables on their local rail network. WMCA therefore works in partnership with local rail, bus and tram operators and are able to include rail travel within their ticketing structures, including ENCTS.
- 9.3 WCC does not have powers to set or change rail fares, nor to compel rail operators to participate in any local scheme. Any expansion of ENCTS to include rail travel would require negotiations with several train operating companies and is likely to be expensive.
- 9.4 It should be noted that even if the WCC scheme allowed local rail travel, this would not entitle passholders to use the pass on trains outside Warwickshire.
- 9.5 There would not be any savings associated with this option.
- 9.6 It is not proposed to pursue this further at present due to the additional costs involved.

10.0 Payment

- 10.1 Paying for journey, or charging for a bus pass was suggested by 31 respondents to the survey.
- 10.2 The ENCTS scheme is governed by legislation which requires us to provide passes and off-peak bus travel free of charge. It is therefore not possible for WCC to make any charges for travel, or to charge for issuing (or renewing) a pass under the statutory scheme.
- 10.3 It would be possible for journeys to be chargeable outside the statutory times i.e. before 9.30am and after 11.00pm on weekdays and this is something which could be discussed with bus operators. However, the cost of administering this may outweigh any savings.

10.4 It is not currently proposed to pursue this option.

11.0 Eligibility

- 11.1 Thirteen respondents to the survey made comments about eligibility for a pass. The eligibility criteria for ENCTS are set out both in legislation and guidance issued by DfT. ENCTS passes cannot be issued to people who fall outside the statutory eligibility criteria
- 11.2 Several unfavourable comments were received about the process for renewing a Disabled Person's Pass, and the requirement to produce evidence of a qualifying disability. We are aware that passes were previously being issued to ineligible people in some cases where the original decision was made by staff at the District/Borough Councils. This is likely to date back to pre-2008 when schemes and eligibility were determined at a local level. WCC is therefore checking eligibility for a pass for a large proportion of passholders where the decision on eligibility was made by staff employed by the District and Borough Councils. Decisions on eligibility for bus passes have therefore been made solely by the concessionary travel team since January 2015.
- 11.3 It would be possible to introduce a new scheme for passes for individuals outside the ENCTS eligibility criteria (.e.g non-qualifying disabilities, young people or people between the age of 60 and the current ENCTS qualifying age), but that is outside the scope of this review.

12.0 Bus services

- 12.1 Bus services are outside the scope of this review, and the questions were included in the survey as it offered an opportunity to obtain views from a large sample of bus users. Results from the survey will be passed to the appropriate officers to be followed up.
- 12.2 A small number of comments stated that WCC ENCTS passholders are being charged to travel between 9am and 9.30am. These cases will be investigated to find out whether there is abuse of the scheme by operators.

13.0 Online services

- 13.1 In response to the survey, almost 30% of respondents stated that they don't use the internet.
- 13.2 Provision of services online is outside the scope of the review, but the questions were included in the survey as it offered an opportunity to obtain information which can help us to shape the provision of frontline services in future.

- 13.3 Results from the survey will be shared with Warwickshire Direct as part of the development of the frontline service.

14.0 Proposed exemptions allowing a pre-9am Start time

- 14.1 With the current pressure on bus service funding, it has recently become necessary to consolidate certain routes with infrequent services. Potentially, some communities may end up with a departure time earlier 9.00am where previously the departure time was after 9.00am.
- 14.2 In order that communities are not effectively left without a bus service, it is proposed to have some exceptions to the 9.00am start time, which will allow earlier travel where a later service is not available. Currently this will only apply to one service in the County.
- 14.3 It is therefore proposed that ENCTS passes may be used for travel prior to 9.00am on Mondays to Fridays in the following exceptional circumstances where agreed by the Transport Operations Team;
- a) the only bus service offering a return journey to any service centre departs before 9.00am, or
 - b) there is a bus service only offering return journeys to any service centre only before 9.00am and after 1.00pm, or
 - c) an existing journey operating on or after 9.00am on a bus route is advanced to operate prior to 9.00am for operational reasons meaning that passholders would need to delay travel for in excess of two hours.
- 14.4 Any such exceptions will be;
- published on the WCC website, and
 - advertised using social media, and
 - the email alert system for bus services, and
 - advertised on bus timetable information, and
 - shared with the relevant Town/Parish Council.

15.0 Options and Proposal

- 15.1 There are several options available
- i. Retain the scheme as it is with WCC passholders able to travel from 9am until midnight on weekdays.
 - ii. Retain the scheme as it is with exceptions for communities where bus services are very infrequent (see paragraph 14.3 above).
 - iii. Remove all discretionary travel and offer the statutory minimum travel between 9.30am and 11.00pm on weekdays
 - iv. Remove discretionary travel between 9.00am and 9.30am on weekdays
 - v. Remove discretionary travel between 11pm and midnight on weekdays
 - vi. Add discretionary travel either
 - a. For all pass holders all day, or
 - b. For holders of Disabled Person's Passes at all times

vii. Add discretionary travel for carers accompanying passholders

15.2 Based on the information contained in the above report it is suggested that option ii. above is chosen. The reasons for this are;

- This preserves the current scheme for passholders as requested by the largest proportion of respondents (see paragraph 3.4 above)
- This ensures the stability of the bus network so far as is possible (see paragraph 4.6 above)
- No funding has been identified to enhance the current scheme.

16.0 Equality Impact Assessment(EqIA)

16.1 An Equality Impact Assessment/ Analysis on the scheme was undertaken in October 2017 and will be reviewed in October 2022, (or when the scheme is next reviewed, if that is sooner). The Draft EqIA is attaches at Appendix E.

17.0 Timescales associated with the decision and next steps

17.1 ENCTS rules require WCC to publish the scheme for 2018-2019 by the end of November in order for it to take effect on 1 April 2018. The proposed details for the concessionary entitlements are included at Appendix F.

17.2 If any enhancements are proposed then it is suggested that this is investigated further and a costed business case be submitted to Cabinet at a future date.

17.3 It is proposed that the scheme be reviewed during the summer of 2022. This timescale has been chosen as it means the review will be undertaken during a year when there are fewer renewals due and therefore there will be more capacity within the team to carry out the review and associated information gathering.

Appendices

- A Summary of the current concessionary travel scheme
- B The questionnaire
- C Survey results
- D Concessionary Travel Journeys during 2016-17 – estimate of expenditure during discretionary times.
- E Equality Impact Assessment
- F Proposed concessionary entitlements 2018 - 2024

Background papers

None

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The report was circulated to the following members prior to publication:

Local Member(s): N/A

Other members: Fradgley, Clarke, Horner, Chattaway, Shilton

England National Concessionary Travel Scheme (ENCTS) 2017-18

The England National Concessionary Travel Scheme (ENCTS) provides free bus travel for passholders across England from 9.30am – 11pm on weekdays and all day at weekends and on bank holidays. This includes all passes issued in England but travel is not provided where passes were issued in Northern Ireland, Wales, Scotland or the Channel Islands.

Member-approved Policy (Cabinet 22 Nov 2012)

ENCTS will operate in Warwickshire with the following enhancements for Warwickshire passholders;

- Additional half hour of travel time from 9am – 9.30am on weekdays
- Additional hour of travel time from 11pm – midnight on weekdays

The enhancement will apply equally for Older Person's Pass and Disabled Person's Pass holders.

N.B. There is no provision for a 'companion pass' (also known as 'carer's pass' or '+1 pass'), nor is there any provision for rail travel.

Operational decisions and business rules

All passes

- Evidence of date of birth and of residency will be inspected at the time of application and details recorded but will not normally be retained.
- Evidence of residency (other than a driving licence or NHS medical card) must be recent e.g.
 - Current tax year for Council Tax or Water rates
 - Within the last 3 months for all other evidence

N.B. We do not accept bank statements as proof of address

- We will not issue a pass to a postal-only or business address. If someone has no fixed address then we will need evidence they reside in Warwickshire and the pass must be collected from a one stop shop or library.
- When someone changes name or address it will be necessary for them to provide evidence of that name change, or evidence of the new address.
- Passes will only be posted to the registered residential Warwickshire address (or to a selected one stop shop for collection by the passholder) and will not be delivered to family, friends or out of county addresses. Exceptions may only be made where a third party has a power of attorney.
- Passes can renewed from one month before they expire and for up to one year afterwards.
- If a pass expired more than 12 months ago then it is deemed to have lapsed and a new application will be necessary.
- There will be a £10 charge for
 - replacing a lost or damaged pass, or
 - replacing a pass where someone has changed name and wishes to have a new pass in that name at any time other than renewal, or
 - replacing a pass where someone wants a new photo but their appearance has not substantially changed
- Once a pass has been cancelled because, for example, it has been lost, stolen or damaged, it is not possible to 'un-cancel' it and therefore the replacement charge is non-refundable, even if the passholder later finds their lost pass.
- When someone's pass is due to expire it will be their responsibility to renew it, although we may choose to send out reminder letters.

Older Person's Passes

- Will be issued once someone reaches the qualifying age and applies for the first time.
- Will be issued to existing passholders once they reach the qualifying age.
- Will be issued for a maximum of five years .
- Expiry date will be set to five years from the passholder's last birthday.
- Whenever a pass is renewed or replaced the expiry date will be re-set as above.

Disabled Person's Passes

- Evidence of disability must be dated within the last year.
- Copies of disability evidence will be retained for as long as the person holds a valid Disabled Person's Pass and for up to one year afterwards.
- Will be issued if they have a qualifying disability until someone reaches the qualifying age at which point their next pass will be issued as an Older Person's Pass
- Will be issued for a maximum of three years
- When a passholder who is under 18 renews their pass then a new photograph will be required.
- Expiry date will run in line with the evidence provided (where that has an expiry date).
- Expiry dates will otherwise normally be set as follows

Qualifying disability		Expiry date
a	Blind or partially sighted	three years from the passholder's last birthday
b	Profoundly or severely deaf	
c	Without speech	
d	Has a disability, or has suffered an injury, which has a substantial and long term adverse effect on ability to walk	
e	Without arms or the use of arms	
f	Learning Disability which includes significant impairment of intelligence and social functioning	
g	Would be refused a driving licence on medical grounds other than because of the use of alcohol or drugs	one year and two months from the date on the evidence, unless evidence shows that the medical reasons for refusal of a licence are longer term
w	Blue Badge holder	two months after the expiry date of the Blue Badge

Preventing fraudulent use

- All passes reported lost, stolen, damaged, not received or not swiping will be hotlisted.
- Where a pass is found to be used by someone other than the passholder and has not been reported lost or stolen then;
 - The pass will be withdrawn and hotlisted
 - We will write to the passholder to ask them why, and to ask them to confirm that they will not allow anyone else to use their pass
 - We will also for up to date evidence of a qualifying disability (if applicable)
 - Once they have provided this information then they may order a new pass at a charge of £10 (treated as a lost pass)
- Where we discover someone below the eligible age has been issued with an Older Person's Pass (this is a problem inherited from the District/Borough Councils in 2011 where the date of birth was not recorded) we will
 - ask for evidence of a qualifying disability, then
 - send a reminder letter if they have not responded, then
 - withdraw the pass if they have not replied to the reminder letter



Concessionary Travel (Free Bus Pass) Scheme Review 2017

Introduction

Warwickshire County Council (WCC) operates the England National Concessionary Travel Scheme on behalf of central government for Warwickshire residents. This provides free off-peak bus travel across England for eligible residents who qualify because of age or because of a qualifying disability.

An eligible resident is a resident of Warwickshire who qualifies because of their age or because they have a specified disability. The eligibility criteria are set by central government and we have no powers to change these.

Off peak means from 9.30am until 11pm on weekdays and all day at weekends and on public holidays.

Bus companies are reimbursed for every journey made by a pass holder, so that they are no better off and no worse off than they would be if the scheme did not exist. The money for travel under the national scheme is provided by central government.

Free bus travel for Warwickshire residents

For those Warwickshire residents who are not yet eligible because of their age, but who have a qualifying disability, we will issue a Disabled Person's Pass. Once a Disabled Person's Pass holder reaches the eligible age they will be issued with an Older Person's Pass, and will no longer need to provide evidence of their disability.

The entitlement to travel for someone with an Older Person's Pass are the same as those for a Disabled Person's Pass. The only differences are in the design of the pass, and the type of evidence which must be provided.

Residents need to apply to WCC for a pass – they are not issued automatically. Existing passholders will need to ask us to renew their pass when it expires – we do not send out new passes automatically.

Free travel is also provided for WCC passholders on local journeys (starting in Warwickshire) earlier and later on weekdays than the national scheme

- from 9.00am on weekdays, and
- until midnight on weekdays,

This additional travel time is funded by WCC.

The service was last reviewed in 2012 and so we are undertaking a new review to find out how our customers use their bus passes and help us to decide whether we should consider changing the current discretionary elements of the scheme.

It is open to WCC to provide greater, lesser, or different discretionary elements. Public consultations carried out in 2010 and 2012 led to a 9am start time being retained across the County as it offered the greatest benefit to the greatest number of residents.

Although some other areas offer different discretionary enhancements, such as rail travel, companion passes or all day travel, many authorities provide nothing other than the basic entitlement. In Warwickshire, the 9.00am start time has been funded but there has not been sufficient funding available to allow for any additional enhancements.

How we will use this data

Following the end of the survey or consultation we shall publish the results and this may include quotes of comments which will be anonymous. If you reply to an anonymous survey then no personal details will be captured.

If you volunteer to give us your name and contact details for a prize draw, or to be notified on the results, or to receive a response to specific comments, or to volunteer for a focus group, then these details will be kept securely but only used for these purposes.

Information you provide in any additional correspondence to our surveys and consultations, including personal information, may be disclosed in accordance with the Freedom of Information Act 2000 and the Data Protection Act 1998. If you want the information that you provide to be treated as confidential, including your contact details, please tell us why, but be aware that, under the Freedom of Information Act, we cannot always guarantee confidentiality.

If you would like further information, visit our website: www.warwickshire.gov.uk/privacy or contact our Customer Service Centre on 01926 410410.

We would be grateful if you would complete the following questions to help us understand how you use your bus pass. Responses are anonymous, but if you would like us to respond to any comments you have made please complete Q29.

Q1 Please provide your postcode. This helps us understand your answers better, particularly around customer service and local bus services.

Q2 What is your reason for filling in this questionnaire?

Please tick one box

- I am a bus pass holder
- *I am a carer filling this in on behalf of a bus pass holder
- I will qualify for a bus pass within the next 12 months
- **Other

****Other (please specify)**

***If you are a carer for the bus pass holder please answer all questions on their behalf.**

Section A – About your bus pass

Q3 How do you qualify for your concessionary bus pass?

Please tick one box

- | Your age | Your disability | Age & disability |
|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Q4 When does your pass expire?

Please tick one box

- | | | | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| It has already expired | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | I don't have a pass |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Q5	If you needed to request a replacement pass or apply for a new one how would you prefer to access this service? <i>Please tick one box only</i>	
	<input type="checkbox"/> Online through the WCC website <input type="checkbox"/> By telephoning WCC offices <input type="checkbox"/> By visiting a local One Stop Shop, council office or library.	<input type="checkbox"/> E-mailing WCC <input type="checkbox"/> by post to WCC <input type="checkbox"/> *Other
*If you have ticked Other (please specify)		

In Warwickshire we have an additional discretion which allows free travel locally between 9.00am - 9.30am and 11pm-midnight on weekdays.

Q6	How often do you use the bus pass between 9am and 9.30am on weekdays? <i>Please tick one box from each row</i>			
	Daily	Regularly (2-4 times a week)	Less frequently (Less than twice a week)	Not at all (move to Q8)
Medical appointments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shopping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to council services e.g. Town Hall / library	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
*Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
*If you have ticked Other please specify				

Q7	If you were unable to use the bus pass between 9am and 9.30am, what would you do? <i>Please tick the one box on each row which most commonly applies</i>			
	Would pay the bus fare	Would catch a bus after 9.30am	Would use another means of travel	Would not travel
Medical appointments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shopping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to council services e.g. Town Hall / library	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
*Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
*If you have ticked Other please specify				

Q8 How often do you use the bus pass between 11pm and midnight on weekdays, for these specific activities? Please tick one box from each row				
	Daily	Regularly (2-4 times a week)	Less frequently (Less than twice a week)	Not at all (move to Q10)
Social	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other*	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
*If you have ticked Other please specify				

Q9 If you were unable to use the bus pass between 11pm and midnight, what would you do? Please tick the one box on each row which most commonly applies				
	Would pay the bus fare	Would travel before 11pm	Would use another means of travel	Would not travel
Social	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
*Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
*If you have ticked Other please specify				

Q10 If the scheme within Warwickshire were changed, how would you want to see it altered? Please provide as much detail as possible. Changes could include taking away or changing the current 9am start time as well as adding extra elements. However, please bear in mind that any extra elements would need to be funded from somewhere. You can attach a separate sheet if you need more space.	

- questionnaire continues on the next page -

Section B – About the service you receive from us

Q11	Have you visited a Warwickshire Direct One Stop Shop or library about your bus pass during the last 12 months? <i>Please tick the location(s) you have visited about your bus pass</i>
<input type="checkbox"/>	Alcester – at the library
<input type="checkbox"/>	Atherstone – at the Council House
<input type="checkbox"/>	Bedworth – at the Area Housing Office next to Civic Hall
<input type="checkbox"/>	Coleshill - at the library
<input type="checkbox"/>	Kenilworth - at the library
<input type="checkbox"/>	Leamington - at Riverside House
<input type="checkbox"/>	Lillington - at the library
<input type="checkbox"/>	Nuneaton - at the Town Hall
<input type="checkbox"/>	Rugby - at the Town Hall
<input type="checkbox"/>	Shipston - at the library
<input type="checkbox"/>	Southam - at the library
<input type="checkbox"/>	Stockingford - at the Early Years Centre & Library
<input type="checkbox"/>	Stratford - at the library (either in Henley Street or at the temporary location)
<input type="checkbox"/>	Warwick - at Shire Hall
<input type="checkbox"/>	Whitnash - at the library
<input type="checkbox"/>	I have not visited any Warwickshire Direct outlets <i>(please move to Q13)</i>

Q12	How satisfied were you with the service you received during the visit?								
	<table style="width: 100%; border: none;"> <tr> <td style="text-align: center;">Very Satisfied</td> <td style="text-align: center;">Fairly Satisfied</td> <td style="text-align: center;">Fairly dissatisfied</td> <td style="text-align: center;">Very dissatisfied</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>	Very Satisfied	Fairly Satisfied	Fairly dissatisfied	Very dissatisfied	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Very Satisfied	Fairly Satisfied	Fairly dissatisfied	Very dissatisfied						
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						

Q13	Have you renewed your bus pass online during the last 12 months? <i>Please tick one box only</i>				
	<table style="width: 100%; border: none;"> <tr> <td style="text-align: center;">Yes</td> <td style="text-align: center;">No <i>(Please move to Q16)</i></td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>	Yes	No <i>(Please move to Q16)</i>	<input type="checkbox"/>	<input type="checkbox"/>
Yes	No <i>(Please move to Q16)</i>				
<input type="checkbox"/>	<input type="checkbox"/>				

Q14	How satisfied were you with service you received online?								
	<table style="width: 100%; border: none;"> <tr> <td style="text-align: center;">Very Satisfied</td> <td style="text-align: center;">Fairly Satisfied</td> <td style="text-align: center;">Fairly dissatisfied</td> <td style="text-align: center;">Very dissatisfied</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>	Very Satisfied	Fairly Satisfied	Fairly dissatisfied	Very dissatisfied	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Very Satisfied	Fairly Satisfied	Fairly dissatisfied	Very dissatisfied						
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						

Q15	How easy did you find it to renew your bus pass online?								
	<table style="width: 100%; border: none;"> <tr> <td style="text-align: center;">Very easy</td> <td style="text-align: center;">Fairly easy</td> <td style="text-align: center;">Fairly difficult</td> <td style="text-align: center;">Very difficult</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>	Very easy	Fairly easy	Fairly difficult	Very difficult	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Very easy	Fairly easy	Fairly difficult	Very difficult						
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						

Q16	Have you telephoned us about your bus pass during the last 12 months? <i>Please tick one box only</i>				
	<table style="width: 100%; border: none;"> <tr> <td style="text-align: center;">Yes</td> <td style="text-align: center;">No <i>(Please move to Q18)</i></td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>	Yes	No <i>(Please move to Q18)</i>	<input type="checkbox"/>	<input type="checkbox"/>
Yes	No <i>(Please move to Q18)</i>				
<input type="checkbox"/>	<input type="checkbox"/>				

Q17	How satisfied were you with service you received over the telephone?								
	<table style="width: 100%; border: none;"> <tr> <td style="text-align: center;">Very Satisfied</td> <td style="text-align: center;">Fairly Satisfied</td> <td style="text-align: center;">Fairly dissatisfied</td> <td style="text-align: center;">Very dissatisfied</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>	Very Satisfied	Fairly Satisfied	Fairly dissatisfied	Very dissatisfied	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Very Satisfied	Fairly Satisfied	Fairly dissatisfied	Very dissatisfied						
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						

Q18	Have you visited the Concessionary Travel bus pass pages on our Warwickshire Direct website within the last 12 months? <i>Please tick one box only</i>				
	<table style="width: 100%; border: none;"> <tr> <td style="text-align: center;">Yes</td> <td style="text-align: center;">No <i>(please move to Q20)</i></td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>	Yes	No <i>(please move to Q20)</i>	<input type="checkbox"/>	<input type="checkbox"/>
Yes	No <i>(please move to Q20)</i>				
<input type="checkbox"/>	<input type="checkbox"/>				

Q19 How satisfied were you with the Concessionary Travel information on the website?

Very Satisfied <input type="checkbox"/>	Fairly Satisfied <input type="checkbox"/>	Fairly dissatisfied <input type="checkbox"/>	Very dissatisfied <input type="checkbox"/>
--------------------------------------------	----------------------------------------------	-------------------------------------------------	-----------------------------------------------

We are looking to make more of our services available via the internet. Can you tell us about your online usage?

Q20 How do you use the internet to access information, goods and services?

Please tick one box only

<input type="checkbox"/> Computer	<input type="checkbox"/> Someone else does it for me
<input type="checkbox"/> Laptop	<input type="checkbox"/> I don't use the internet
<input type="checkbox"/> Tablet e.g. iPad	<input type="checkbox"/> *Other
<input type="checkbox"/> Smartphone	

***If you have ticked Other (please specify)**

Q21 We are looking at how we can support people to use the internet to access our services online? How would you describe your ability to use the internet?

Please tick one box only

<input type="checkbox"/> Very good	<input type="checkbox"/> Someone else does it for me
<input type="checkbox"/> Good	<input type="checkbox"/> I don't know how to use the internet
<input type="checkbox"/> Good enough (to do what I want to)	<input type="checkbox"/> I'm not interested in using the internet
<input type="checkbox"/> poor	<input type="checkbox"/> *Other

***If you have ticked Other (please specify)**

Q22 Do you have an email address?

Please tick one box only

<input type="checkbox"/> Yes – I have a personal email address	<input type="checkbox"/> No
<input type="checkbox"/> Yes – I have a shared email address	

Q23 Are there any comments you would like to make about the service you have received for Concessionary Travel?

Please provide as much detail as possible. You can attach a separate sheet if you need more space.

- questionnaire continues on the next page -

Section C – About the bus services.

Q24	Overall, how satisfied are you with the punctuality of the buses you use?			
	Very Satisfied <input type="checkbox"/>	Fairly Satisfied <input type="checkbox"/>	Fairly dissatisfied <input type="checkbox"/>	Very dissatisfied <input type="checkbox"/>

Q25	In general terms how satisfied are you with bus cleanliness?			
	Very Satisfied <input type="checkbox"/>	Fairly Satisfied <input type="checkbox"/>	Fairly dissatisfied <input type="checkbox"/>	Very dissatisfied <input type="checkbox"/>

Q26	How satisfied are you overall with the attitude of bus drivers?			
	Very Satisfied <input type="checkbox"/>	Fairly Satisfied <input type="checkbox"/>	Fairly dissatisfied <input type="checkbox"/>	Very dissatisfied <input type="checkbox"/>

Q27	As a bus pass holder where do you usually obtain your bus timetable information? Please tick any that apply					
	Internet <input type="checkbox"/>	Leaflets <input type="checkbox"/>	Bus Stops <input type="checkbox"/>	Phone the bus company or WCC <input type="checkbox"/>	Word of mouth <input type="checkbox"/>	*Other <input type="checkbox"/>
*If you have ticked Other please specify						

Q28	Are there any comments you would like to make about the bus services you use? <i>Please provide details of specific buses including the bus route number.</i>					

Q29	If you would like us to directly respond to the comments you have made in Q10, Q23 and Q28, please provide your contact details below. <i>Please tick one or more boxes if you would like us to respond to you.</i>					
	Name					
	Address					
	Postcode					
	E-mail address					

Thank you for taking the time to complete this questionnaire. It should be returned to;
Concessionary Travel Survey, P.O. Box 43, Shire Hall, Warwick CV34 4SX

This engagement exercise ends on 4 August 2017.

Once we have analysed all of the responses, a summary of the findings will be published on our website at : <http://www.warwickshire.gov.uk/concessionarytravel>

The results will enable us to decide whether to carry on with the scheme as it exists or whether to consider changes to the scheme in the future.

We would be grateful if you would also complete the equality monitoring questions attached to the back of this page – this will be kept anonymous and helps us to understand more about the profile of our customers.

Warwickshire County Council is committed to promoting and achieving equality and fairness for all our customers, so it would be helpful if you could answer a few more questions which will help us ensure that we are reaching out to all sections of the community. **The information requested below helps us monitor and understand who we deliver services to and will be used to improve our services to you and other customers. It is confidential and not attributed back to you.** Thank you for your contribution

Q30	What is your gender identity <i>Please tick one box</i>						
	<table> <tr> <td>Male (including trans man)</td> <td>Female (including trans woman)</td> <td>Other (including non-binary)</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>	Male (including trans man)	Female (including trans woman)	Other (including non-binary)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Male (including trans man)	Female (including trans woman)	Other (including non-binary)					
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					

Q31	How old are you? <i>Please tick one box</i>												
	<table> <tr> <td>Under 18</td> <td>18 – 29</td> <td>30 – 44</td> <td>45 – 59</td> <td>60 – 74</td> <td>75 +</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>	Under 18	18 – 29	30 – 44	45 – 59	60 – 74	75 +	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Under 18	18 – 29	30 – 44	45 – 59	60 – 74	75 +								
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>								

Q32	Do you have a long standing illness or disability? (physical or mental impairment that has a 'substantial' and 'long-term' negative effect on your ability to do normal daily activities.)? <i>Please tick one box</i>				
	<table> <tr> <td>Yes</td> <td>No</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>	Yes	No	<input type="checkbox"/>	<input type="checkbox"/>
Yes	No				
<input type="checkbox"/>	<input type="checkbox"/>				

Q33	What is your religion, even if you are not currently practising? <i>Please tick one box only</i>										
	<table> <tr> <td><input type="checkbox"/> Buddhist</td> <td><input type="checkbox"/> Sikh</td> </tr> <tr> <td><input type="checkbox"/> Christian</td> <td><input type="checkbox"/> Other - please specify</td> </tr> <tr> <td><input type="checkbox"/> Jewish</td> <td><input type="checkbox"/> None</td> </tr> <tr> <td><input type="checkbox"/> Muslim</td> <td><input type="checkbox"/> Prefer not to say</td> </tr> <tr> <td><input type="checkbox"/> Hindu</td> <td></td> </tr> </table>	<input type="checkbox"/> Buddhist	<input type="checkbox"/> Sikh	<input type="checkbox"/> Christian	<input type="checkbox"/> Other - please specify	<input type="checkbox"/> Jewish	<input type="checkbox"/> None	<input type="checkbox"/> Muslim	<input type="checkbox"/> Prefer not to say	<input type="checkbox"/> Hindu	
<input type="checkbox"/> Buddhist	<input type="checkbox"/> Sikh										
<input type="checkbox"/> Christian	<input type="checkbox"/> Other - please specify										
<input type="checkbox"/> Jewish	<input type="checkbox"/> None										
<input type="checkbox"/> Muslim	<input type="checkbox"/> Prefer not to say										
<input type="checkbox"/> Hindu											

Q34	What is your ethnicity? <i>Please tick one box only</i>																				
	<table> <tr> <td><input type="checkbox"/> White – English/Welsh/Scottish/ Northern Irish/British</td> <td><input type="checkbox"/> Asian or Asian British – Bangladeshi</td> </tr> <tr> <td><input type="checkbox"/> White – Irish</td> <td><input type="checkbox"/> Asian or Asian British – Chinese</td> </tr> <tr> <td><input type="checkbox"/> White – Gypsy or Irish Traveller</td> <td><input type="checkbox"/> Asian or Asian British – Indian</td> </tr> <tr> <td><input type="checkbox"/> White - Any other background -please specify</td> <td><input type="checkbox"/> Asian or Asian British – Any other Background - please specify</td> </tr> <tr> <td><input type="checkbox"/> Mixed – White & Black Caribbean</td> <td><input type="checkbox"/> Black or Black British - African</td> </tr> <tr> <td><input type="checkbox"/> Mixed – White & Black African</td> <td><input type="checkbox"/> Black or Black British - Caribbean</td> </tr> <tr> <td><input type="checkbox"/> Mixed – White & Asian</td> <td><input type="checkbox"/> Black or Black British – Any other background - please specify</td> </tr> <tr> <td><input type="checkbox"/> Mixed – any other mixed background - please specify</td> <td><input type="checkbox"/> Any other Ethnic Group - please specify</td> </tr> <tr> <td><input type="checkbox"/> Arabic</td> <td><input type="checkbox"/> Prefer not to say</td> </tr> <tr> <td><input type="checkbox"/> Asian or Asian British – Pakistani</td> <td></td> </tr> </table>	<input type="checkbox"/> White – English/Welsh/Scottish/ Northern Irish/British	<input type="checkbox"/> Asian or Asian British – Bangladeshi	<input type="checkbox"/> White – Irish	<input type="checkbox"/> Asian or Asian British – Chinese	<input type="checkbox"/> White – Gypsy or Irish Traveller	<input type="checkbox"/> Asian or Asian British – Indian	<input type="checkbox"/> White - Any other background -please specify	<input type="checkbox"/> Asian or Asian British – Any other Background - please specify	<input type="checkbox"/> Mixed – White & Black Caribbean	<input type="checkbox"/> Black or Black British - African	<input type="checkbox"/> Mixed – White & Black African	<input type="checkbox"/> Black or Black British - Caribbean	<input type="checkbox"/> Mixed – White & Asian	<input type="checkbox"/> Black or Black British – Any other background - please specify	<input type="checkbox"/> Mixed – any other mixed background - please specify	<input type="checkbox"/> Any other Ethnic Group - please specify	<input type="checkbox"/> Arabic	<input type="checkbox"/> Prefer not to say	<input type="checkbox"/> Asian or Asian British – Pakistani	
<input type="checkbox"/> White – English/Welsh/Scottish/ Northern Irish/British	<input type="checkbox"/> Asian or Asian British – Bangladeshi																				
<input type="checkbox"/> White – Irish	<input type="checkbox"/> Asian or Asian British – Chinese																				
<input type="checkbox"/> White – Gypsy or Irish Traveller	<input type="checkbox"/> Asian or Asian British – Indian																				
<input type="checkbox"/> White - Any other background -please specify	<input type="checkbox"/> Asian or Asian British – Any other Background - please specify																				
<input type="checkbox"/> Mixed – White & Black Caribbean	<input type="checkbox"/> Black or Black British - African																				
<input type="checkbox"/> Mixed – White & Black African	<input type="checkbox"/> Black or Black British - Caribbean																				
<input type="checkbox"/> Mixed – White & Asian	<input type="checkbox"/> Black or Black British – Any other background - please specify																				
<input type="checkbox"/> Mixed – any other mixed background - please specify	<input type="checkbox"/> Any other Ethnic Group - please specify																				
<input type="checkbox"/> Arabic	<input type="checkbox"/> Prefer not to say																				
<input type="checkbox"/> Asian or Asian British – Pakistani																					

Q35	Do you consider yourself to be ... ? <i>Please tick one box only</i>						
	<table> <tr> <td><input type="checkbox"/> Heterosexual or straight</td> <td><input type="checkbox"/> Other</td> </tr> <tr> <td><input type="checkbox"/> Gay or lesbian</td> <td><input type="checkbox"/> Prefer not to say</td> </tr> <tr> <td><input type="checkbox"/> Bisexual</td> <td></td> </tr> </table>	<input type="checkbox"/> Heterosexual or straight	<input type="checkbox"/> Other	<input type="checkbox"/> Gay or lesbian	<input type="checkbox"/> Prefer not to say	<input type="checkbox"/> Bisexual	
<input type="checkbox"/> Heterosexual or straight	<input type="checkbox"/> Other						
<input type="checkbox"/> Gay or lesbian	<input type="checkbox"/> Prefer not to say						
<input type="checkbox"/> Bisexual							

Warwickshire County Council Concessionary Travel Scheme Review 2017

Results from survey carried out
during June and July 2017

Version: 1.0

Date Issue: 17/10/2017

Team: Concessionary Travel

Introduction

Warwickshire County Council (WCC) has managed the England National Concessionary Travel Scheme (ENCTS) on behalf of central government since 2011. The service provides free off peak bus travel for residents who qualify because of their age or because of a qualifying disability. When the scheme was last reviewed in 2012 it was agreed that it would be reviewed again during the summer of 2017.

To evaluate the scheme, a questionnaire was distributed to a random sample of 4715 passholders. The questionnaire was also available to complete online, via a link from the Concessionary Travel webpages and through the Ask Warwickshire website.

In total, 2104 completed responses were received to the consultation; 1721 paper copies and 383 electronic submissions.

Most respondents to the questionnaire (96%) were bus passholders themselves, and 2% were carers responding on behalf of a passholder.

Results

Section A – About your bus pass

Not all respondents provided a recognisable postcode. Figure 1 uses the postcode to show how the respondents are spread across Warwickshire, and how they qualify for a pass. N.B. Not all respondents provided a recognisable postcode.

Figure 1: Distribution of passholders and their pass types

	Total responses	Age	Disability	Age and disability
North Warwickshire	170	165	3	2
Nuneaton and Bedworth	364	342	12	10
Rugby	304	287	9	8
Stratford	497	460	33	4
Warwick	471	425	30	16
Warwickshire	1806	1679 93%	87 5%	40 2%

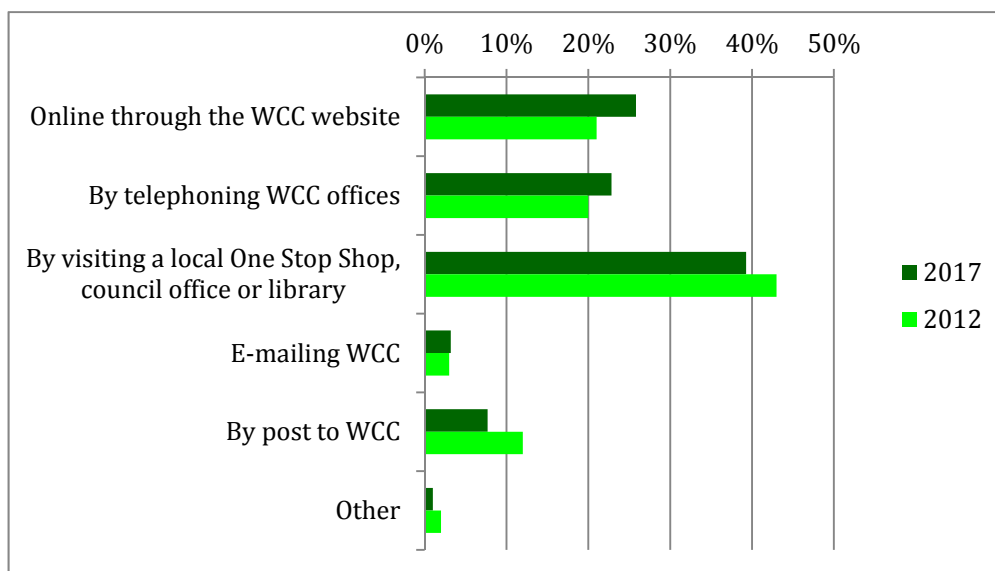
In comparison, the total number of current passholders is just over 90,000 of which 95.5% hold a pass because of the age and 4.5% hold a pass because of their disability.

Figure 2: Geographic distribution of respondents

	% of survey responses	% of current passholders
North Warwickshire	9%	11%
Nuneaton and Bedworth	20%	23%
Rugby	17%	17%
Stratford	28%	24%
Warwick	26%	25%

Passholders were asked what method they would prefer to use if they required a replacement pass or needed to apply for a new pass; Figure 3 shows the results. Nearly two out of five passholders (39%) would prefer to apply for a pass in person, either at a One Stop Shop, council office or library. One in four would prefer to go online to the WCC website (26%), whilst a similar proportion (23%) would prefer to telephone the county council. These results are broadly similar to those from 2012.

Figure 3: Preferred method of contacting WCC for a new or replacement pass



Passholders were asked how often they used their passes between 9.00am and 9.30am, for a variety of different journeys. Figure 4 shows the results. The most common reasons for regular travel during these times are for shopping (26%) and social reasons (16%).

Figure 4: Use of pass between 9am and 9:30am

	Daily	Regularly (2-4 times a week)	Less frequently (Less than twice a week)	Not at all
Medical Appointments	3%	8%	40%	50%
Shopping	6%	26%	34%	34%
Social	4%	16%	34%	47%
Access to council services e.g. Town Hall/Library	1%	7%	28%	64%
Work	1%	2%	4%	94%
Other (please specify)	3%	4%	12%	82%

Passholders were then asked what they would do if they were unable to use the pass between 9.00am and 9.30am. The results are shown in Figure 5. Looking at the most common pass usage during these times, 56% of shoppers and 44% of social users would choose to travel on a later bus.

Figure 5: What would happen if respondents were unable to use their pass between 9am and 9:30am

	Would pay the bus fare	Would catch a bus after 9.30am	Would use another means of travel	Would not travel	Not applicable
Medical Appointments	21%	27%	35%	9%	8%
Shopping	4%	56%	21%	13%	6%
Social	5%	44%	25%	17%	9%
Access to council services e.g. Town Hall/Library	3%	45%	20%	18%	14%
Work	5%	9%	16%	28%	42%
Other (please specify)	4%	12%	15%	16%	52%

Passholders were asked how often they used their passes between 11pm and midnight. Figure 5 shows the results. The numbers of passholders travelling between these times is very low. Passholders were also asked what they would do if they were unable to use the pass between 11pm and midnight. The results are shown in Figure 6.

Figure 6: Use of the pass between 11pm and midnight

	Daily	Regularly (2-4 times a week)	Less frequently (Less than twice a week)	Not at all
Social	1%	4%	12%	84%
Work	0%	0%	2%	98%
Other	1%	1%	4%	94%

Figure 6: What would happen if respondents were unable to use their pass between 11pm and midnight

	Would pay the bus fare	Would travel before 11pm	Would use another means of travel	Would not travel	Not applicable
Social	5%	6%	22%	14%	55%
Work	3%	1%	6%	8%	85%
Other	2%	1%	7%	7%	85%

We also asked respondents if the scheme within Warwickshire were changed, how would they want to see it altered. In total 1002 responses were received to this question, and have been grouped as follows

Figure 7: Comments on how the scheme should be changed

Comment type	Number of respondents
Keep the scheme the same	580
No opinion on the scheme	175
Extend the hours to include pre-9am	106
Include rail travel	95
Change to end time to 11pm (or earlier)	58
Change the start time to 9.30am (or later)	55
Suggested passholder pays (either for a pass, or for a small amount per journey)	32
Comments about eligibility for a pass	13
Suggested exceptions be made for the start time (e.g. medical appointments, rural services)	6
Extend hours for Disabled people to start earlier	6
Travel for a carer	7
Other comments	47
<i>Comments about individual bus services*</i>	175

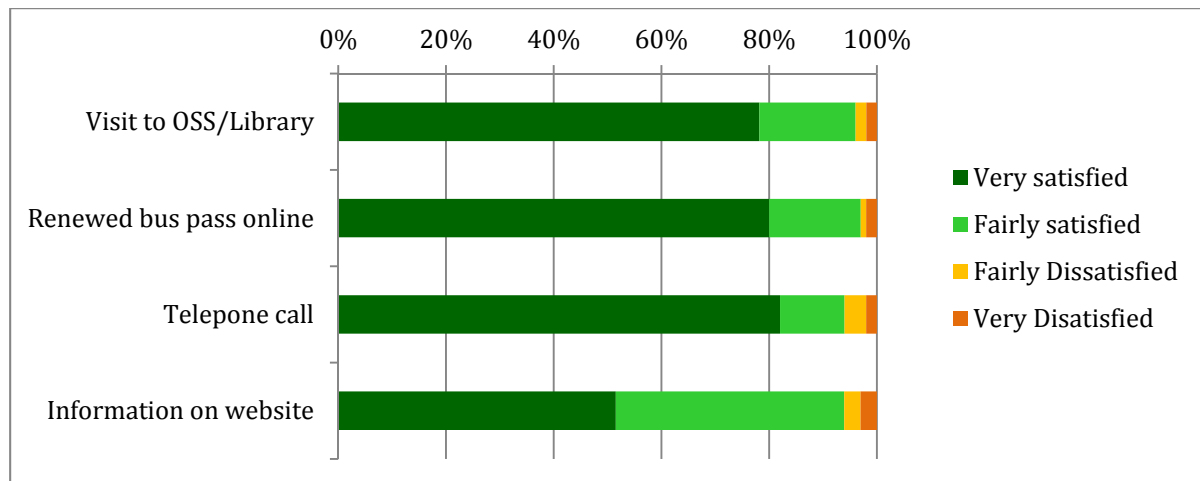
* These will be considered with the comments from section C.

Section B – About the service you receive from us

Respondents were asked if they had visited a One Stop Shop or library about their bus pass in the last 12 months, or if they had telephoned the county council, renewed their bus pass online, or visited the concessionary travel pages on the WCC website in the last year. The results show that 688 respondents had made a visit, 242 had telephoned, 191 had renewed their bus pass online, and 182 had visited the webpages.

Users of each of these methods were asked how satisfied they were with the service received; Figure 8 shows the results. All four methods received very high levels of satisfaction; with over 95% of respondents being 'very satisfied' or 'fairly satisfied' with each of the three contact types.

Figure 8: Satisfaction with contact with the county council



Customers were also asked about their use of the internet. Results are given in Figures 9 -11 below.

Figure 9: How customers use the internet

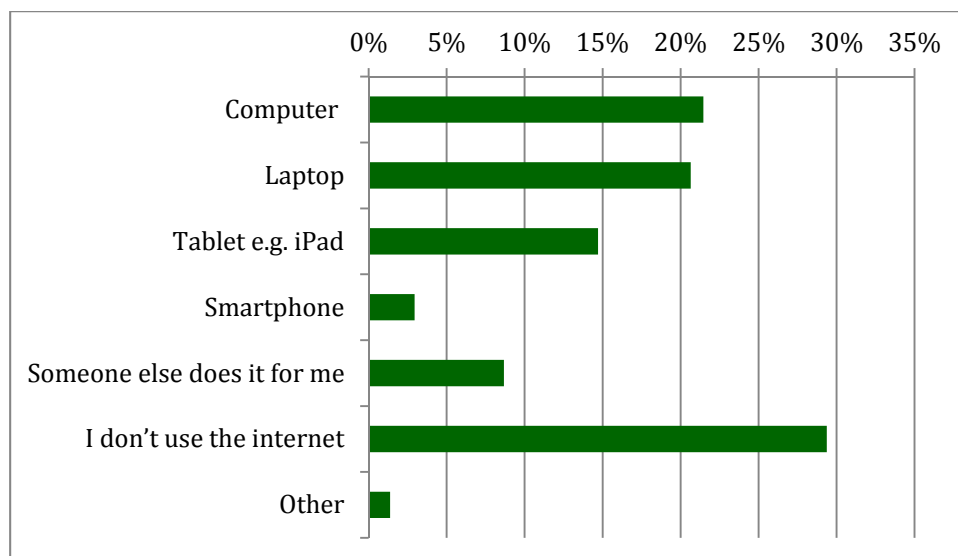
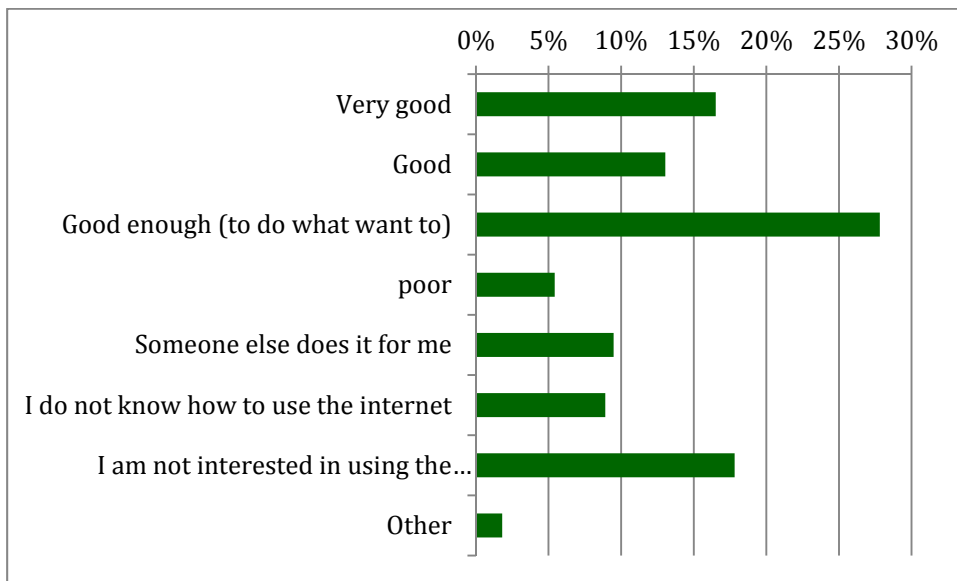
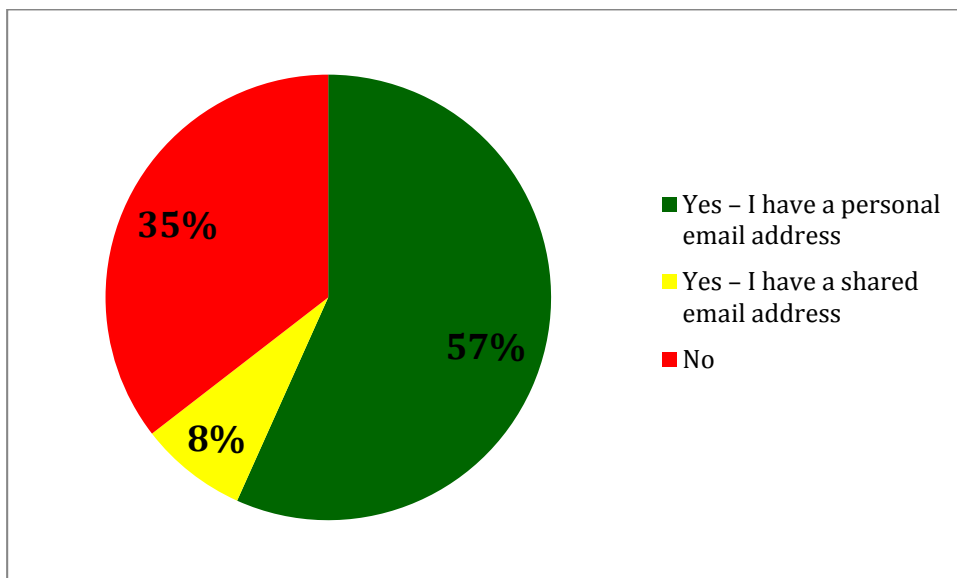


Figure 10: How customers describe their ability to use the internet



Overall, 57% of respondents said that their ability was good enough to do what they want to do (or better), while 18% of respondents said they are not interested in using the internet.

Figure 11: Do customers have an email address



We also asked respondents if there were any comments they wanted to make about the service they have received. This question was misunderstood by a large number of respondents who replied with comments about bus services and the overall concessionary travel scheme.

In total 514 responses were received, and have been grouped as follows

Figure 12: Comments about the service they received

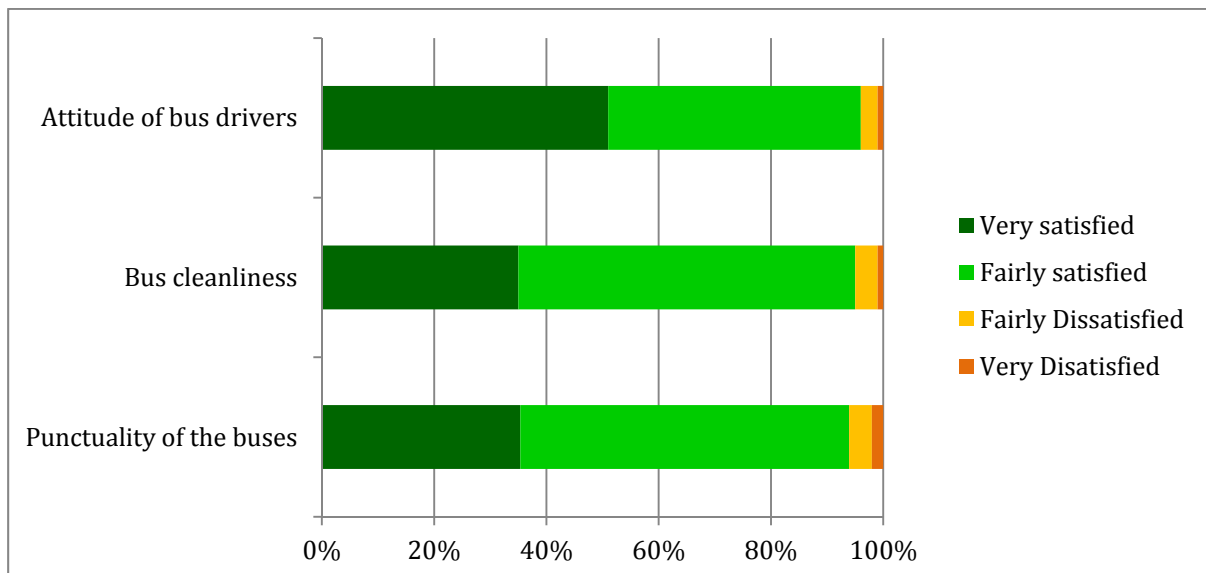
Comment type	Number of respondents
Good customer service	244
No opinion	139
Comments about the online service or website	23
Poor customer service	12
Other comments	12
<i>Comments about the overall scheme *</i>	<i>162</i>
<i>Comments about individual bus services/bus operators*</i>	<i>91</i>

* These comments will be considered with the ones from Section A and C.

Section C – About the bus services

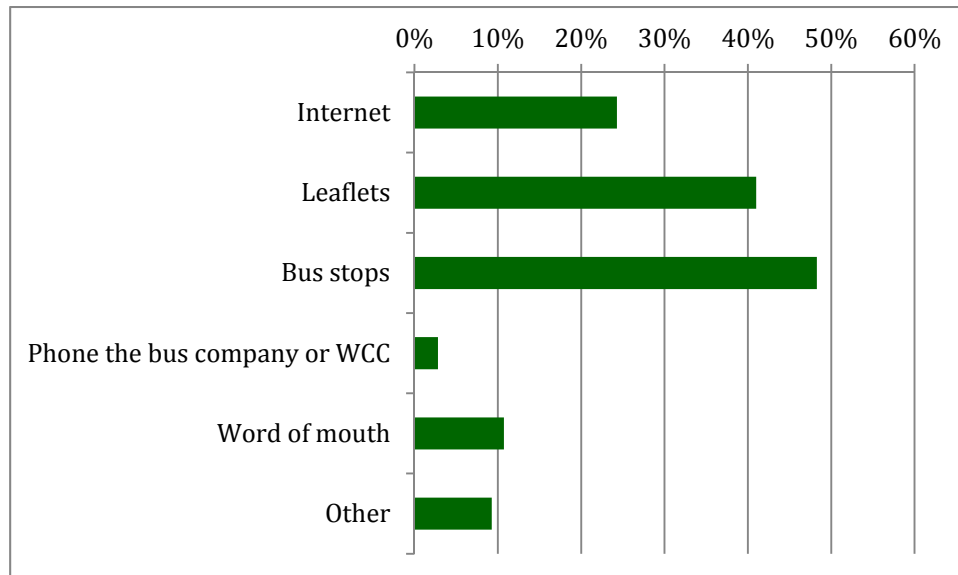
The final section of the survey asked respondents some more general questions about the bus services they use. Firstly they were asked how satisfied they were with the punctuality and cleanliness of buses, and also about the attitude of the drivers on services they use. Figure 11 shows that again levels of satisfaction are very high with each of the three measures, over 95% of respondents reported that they were either 'very satisfied' or 'fairly satisfied' with each of the measures.

Figure 13 – Bus satisfaction



Respondents were also asked where they normally obtain bus timetable information. Respondents were able to choose more than one answer. Results are shown in Figure 14.

Figure 14 – Bus timetable information



We also asked respondents if there were any comments they wished to make about the bus services. In total 705 responses were received. These largely relate to the availability and frequency of bus services, as well as some comments about the positioning of bus stops.

Appendix A – Profile of respondents

Number and percentage of respondents in each category

Gender

Male (including trans man)	853	45%
Female (including trans woman)	1063	55%
Other including non-binary	0	0%

Age

Under 18	4	0%
18-29	7	0%
30-44	19	1%
45-59	46	2%
60-74	1102	57%
75+	760	39%

Number and percentage
of respondents in each category

Long term illness or disability

Yes	500	27%
No	1365	73%

Religion

Buddhist	4	0%
Christian	1535	80%
Jewish	0	0%
Muslim	0	0%
Hindu	16	1%
Sikh	31	2%
Other	54	3%
None	186	10%
Prefer not to say	95	5%

Ethnicity

White-English/Welsh/Scottish/Northern Irish/ British	1776	92%
White - Irish	16	1%
White - Gypsy or Irish Traveller	0	0%
White - Any other background please specify	19	1%
Mixed - White and Black Caribbean	0	0%
Mixed - White and Black African	0	0%
Mixed - White and Asian	4	0%
Mixed - any other background	0	0%
Arabic	0	0%
Asian or Asian British - Pakistani	0	0%
Asian or Asian British - Bangladeshi	16	1%
Asian or Asian British - Chinese	0	0%
Asian or Asian British - Indian	47	2%
Asian or Asian British - Any other background	0	0%
Black or Black British - African	0	0%
Black or Black British - Caribbean	0	0%
Black or Black British - Any other background	0	0%
Any other Ethnic group - Please specify	0	0%
Prefer not to say	46	2%

Sexual orientation

Heterosexual or straight	1688	91%
Gay or lesbian	4	0%
Bisexual	0	0%
Other	4	0%
Prefer not to say	137	7%

Concessionary Journey data 2016-17

Appendix D

Total number of journeys 2016-17 5,220,000
Reimbursement paid 2016-17 £ 4,850,007

Data provided by consultants who calculate reimbursement on behalf of WCC

Warwickshire journeys during discretionary weekday times

Month	0900-0930	2300-2400
2017-03	27618	208
2017-02	22776	145
2017-01	22585	170
2016-12	22307	217
2016-11	25892	198
2016-10	24162	213
2016-09	26338	224
2016-08	25822	209
2016-07	24509	212
2016-06	23599	150
2016-05	26585	203
2016-04	24373	207

Data taken from the HOPS database which collates data from the electronic ticket machines on the buses

Total journeys 296,566 2,356
Percentage of total 5.681% 0.045%
Estimated reimbursement £ 275,545.44 £ 2,189.01

EQUALITY IMPACT ASSESSMENT/ ANALYSIS (EqIA)
Concessionary Travel

Equality Impact Assessment/ Analysis (EqIA)

Group	Communities
Business Units/Service Area	Transport & Economy / Transport Operations
Plan/ Strategy/ Policy/ Service being assessed	Concessionary Travel
Is this is a new or existing policy/service? If existing policy/service please state date of last assessment	Existing service Last assessment 21 June 2012
EqIA Review team – List of members	Jo Cooper Richard Sweeney
Date of this assessment	XX October 2017
Signature of completing officer (to be signed after the EqIA has been completed)	
Are any of the outcomes from this assessment likely to result in complaints from existing services users and/ or members of the public? If yes please flag this with your Head of Service and the Customer Relations Team as soon as possible.	NO
Name and signature of Head of Service (to be signed after the EqIA has been completed)	
Signature of GLT Equalities Champion (to be signed after the EqIA is completed and signed by the completing officer)	

A copy of this form including relevant data and information to be forwarded to the Group Equalities Champion and the Corporate Equalities & Diversity Team



*Working for
Warwickshire*

Form A1

INITIAL SCREENING FOR STRATEGIES/POLICIES/FUNCTIONS FOR EQUALITIES RELEVANCE TO ELIMINATE DISCRIMINATION, PROMOTE EQUALITY AND FOSTER GOOD RELATIONS



High relevance/priority



Medium relevance/priority



Low or no relevance/ priority

Note:

1. Tick coloured boxes appropriately, and depending on degree of relevance to each of the equality strands
2. Summaries of the legislation/guidance should be used to assist this screening process

Business Unit/Services:	Relevance/Risk to Equalities																													
	Gender			Race			Disability			Sexual Orientation			Religion/Belief			Age			Gender Reassignment			Pregnancy/ Maternity			Marriage/ Civil Partnership (only for staff)					
State the Function/Policy /Service/Strategy being assessed:	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Concessionary Travel			✓			✓	✓					✓			✓	✓					✓			✓						
Are your proposals likely to impact on social inequalities e.g. child poverty for example or our most geographically disadvantaged communities? If yes please explain how.																								NO						
Are your proposals likely to impact on a carer who looks after older people or people with disabilities? If yes please explain how.																								NO						

Form A2 – Details of Plan/ Strategy/ Service/ Policy

<u>Stage 1 – Scoping and Defining</u>	
(1) What are the aims and objectives of Plan/Strategy/Service/Policy?	<p>a) Operate the Concessionary Travel Scheme as the Travel Concession Authority at the statutory minimum level of entitlement</p> <p>b) Operate additional discretions as decided by Cabinet. Since prior to 2011 Warwickshire passholders have had the additional benefit of free travel:</p> <ul style="list-style-type: none"> • between 09:00 and 09:30 on weekdays • from 23:00 to midnight on weekdays <p>c) Issue, replace and renew passes as necessary</p> <p>d) Provide access to information about the scheme</p> <p>The total number of current pass holders is approximately 89,600.</p>
(2) How does it fit with Warwickshire County Council’s wider objectives?	<p>Provide access to free public transport travel opportunities for eligible older people and people with qualifying disabilities by which they are able to gain access to services and leisure, contributing to improving quality of life and to independence of lifestyle.</p> <p>This fits with the One Organisation Plan objective that Warwickshire’s Communities and Individuals are supported to be safe, healthy and independent.</p>
(3) What are the expected outcomes?	<p>That the scheme continues to operate efficiently providing;</p> <ul style="list-style-type: none"> • simple to understand information about the concessionary travel scheme in Warwickshire, and • free off-peak bus travel for eligible passholders, and • straightforward and timely processing for applying for a new, renewed or replacement pass
(4) Which of the groups with protected characteristics is this intended to benefit? (see form A1 for list of protected groups)	<p>Disability or Age, due to the entitlement rules of the scheme set by the Department for Transport</p>

<u>Stage 2 - Information Gathering</u>	
<p>(1) What type and range of evidence or information have you used to help you make a judgement about the plan/ strategy/ service/ policy?</p>	<p>The results from a consultation undertaken during the summer of 2017 are available on the WCC website and form part of a Cabinet report issued for the meeting on 9 November 2017.</p> <p>The results from a similar consultation contributed to a decision by Cabinet in 2012 that additional travel time would be retained for Warwickshire residents - see (1) above.</p> <p>We hold information about the number and type of passholders, the number of journeys made by passholders, and the cost to WCC of reimbursing bus operators for those journeys.</p>
<p>(2) Have you consulted on the plan/ strategy/ service/policy and if so with whom?</p>	<p>A user consultation was undertaken during July and August 2017. The consultation included 4715 paper questionnaires posted directly to users, together with a press release and an online questionnaire being publicised via the Ask Warwickshire website.</p>
<p>(3) Which of the groups with protected characteristics have you consulted with?</p>	<p>A random 5% sample of individual passholders from Older Person's Pass holder and 5% from Disabled Person's Pass holders have been consulted.</p>

Stage 3 – Analysis of impact			
<p>(1) From your data and consultations is there any adverse or negative impact identified for any particular group which could amount to discrimination?</p> <p>If yes, identify the groups and how they are affected.</p>	<p>RACE</p> <p>Low Risk: For a small number there may be a potential language barrier in accessing information about the service.</p>	<p>DISABILITY High Risk</p> <p>1) The local bus service network is not uniformly accessible to disabled people. 2) Qualifying disabilities are limited to the criteria determined by the Department for Transport 3) It can be harder for disabled people to locate and provide the evidence to prove they are eligible.</p>	<p>GENDER</p> <p>Low Risk: No potential source of discrimination identified to date</p>
	<p>MARRIAGE/CIVIL PARTNERSHIP</p> <p>N/A</p>	<p>AGE High Risk</p> <p>The service specifically benefits older people and does not give benefits to anyone below the qualifying age (apart from those with a qualifying disability, currently approx. 4% of passes)</p>	<p>GENDER REASSIGNMENT</p> <p>Low Risk: No potential source of discrimination identified to date</p>
	<p>RELIGION/BELIEF</p> <p>Low Risk: No potential source of discrimination identified to date</p>	<p>PREGNANCY MATERNITY</p> <p>Low Risk: No potential source of discrimination identified to date</p>	<p>SEXUAL ORIENTATION</p> <p>Low Risk: No potential source of discrimination identified to date</p>

<p>(2) If there is an adverse impact, can this be justified?</p>	<p>The National scheme is designed to include only those who meet specific criteria relating to their age or disability, as mentioned above. This means that some people with disabilities will not qualify for a concessionary bus pass. The criteria for this are set nationally.</p> <p>Within these qualifying groups (Age and Disability) the issuing of passes does not discriminate against any of the other groups.</p> <p>For those passholders who qualify because of their age, an Older Person's Pass is automatically issued. This happens with new applications as well as renewals (where someone who has held a Disabled Person's Pass has reached the qualifying age since their pass was last issued).</p> <p>Some applicants and passholders have queried this because they would prefer to be issued with a Disabled Person's Pass rather than an Older Person's Pass. Within Warwickshire, someone with an Older Person's Pass has exactly the same entitlement (for travel and for carriage on the bus as someone with a Disabled Person's Pass.</p> <p>The decision to issue an Older Person's Pass to all passholders who have reached the qualifying age was taken for the following reasons;</p> <ul style="list-style-type: none"> • Once someone has an Older Person's Pass then this can be renewed without reference to further evidence. This has benefits to both the local authority (in administering the scheme) and the passholder (as they will not have to provide evidence of their disability in future). • There is an increased risk of fraudulent use for Disabled Person's Passes, as they can be held by people of any age (from 5 years upwards), and so fraudulent use is harder to spot.
<p>(3) What actions are going to be taken to reduce or eliminate negative or adverse impact? (this should form part of your action plan under Stage 4.)</p>	<p>None</p>

<p>(4) How does the plan/strategy/service/policy contribute to promotion of equality? If not what can be done?</p>	<p>a) It helps deliver social inclusion goals. b) By law, the fleet of buses in operation in Warwickshire is expected to become increasingly accessible to disabled users. Public Service Vehicles which can carry more than 22 passengers must be DDA compliant. Source: DPTAC DDA Legislation Part 5 – Public Transport.</p>
<p>(5) How does the plan/strategy/service/policy promote good relations between groups? If not what can be done?</p>	<p>No evidence has been found that supports the idea that relations between different groups of users will be improved simply by using the service.</p>
<p>(6) Are there any obvious barriers to accessing the service? If yes how can they be overcome?</p>	<p>a) It may be difficult for some eligible people to travel to places where bus passes are issued – There are 15 Warwickshire Direct locations (one stop shops and libraries) around the county, so no resident should be very far from one. There is also the option of making a postal application, which removes the need to travel anywhere to get a bus pass. b) It may be difficult for some eligible people to obtain information about the service and make an application – Support can be given when people contact us e.g. support available in other languages, information on internet. c) Some residents may not have easy access to a bus service. - There have been major cuts to the subsidised bus services over the past 18 months and so residents may not be able to travel when they wish to. d) If a person has a disability but does not meet the criteria set by central government they cannot have a bus pass - It is not within the powers of WCC to change this. e) Not every person with an eligible disability will be physically able to use the bus service. See no 4. above re accessibility. f) As services move online, and as the profile of passholders is mainly older people, there will be a proportion of passholders who are not able to access the service. It is therefore important to retain face to face, postal and telephone access to the service.</p>
<p>(7) What are the likely positive and negative consequences for health and wellbeing as a result of this plan/strategy/service/policy?</p>	<p>Passholders are better able to gain access to services and leisure, contributing to improving quality of life and to independence of lifestyle.</p>

(8) What actions are going to be taken to reduce or eliminate negative or adverse impact on population health? (This should form part of your action plan under Stage 4.)	N/A
(9) Will the plan/strategy/service/policy increase the number of people needing to access health services? If so, what steps can be put in place to mitigate this?	No
(10) Will the plan/strategy/service/policy reduce health inequalities? If so, how, what is the evidence?	No

Stage 4 – Action Planning, Review & Monitoring

If No Further Action is required then go to – Review & Monitoring

(1) Action Planning – Specify any changes or improvements which can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.

EqlA Action Plan

Action	Lead Officer	Date for completion	Resource requirements	Comments
When online applications and replacements are introduced a further EqlA should be undertaken to assess the impact	Jo Cooper	2018-19 financial year		Timescale is dependent on Customer Services timetable.

(2) Review and Monitoring
State how and when you will monitor policy
and Action Plan


The report to Cabinet will recommend that the discretionary elements of the Scheme are reviewed after five years. A review will be undertaken sooner if central government makes changes to the statutory element of the scheme.

Please annotate your policy with the following statement:

'An Equality Impact Assessment/ Analysis on this policy was undertaken in October 2017 and will be reviewed in October 2022'

SCHEDULE OF CONCESSIONARY ENTITLEMENTS

(a) Times of Travel

TIMES OF TRAVEL FOR JOURNEYS STARTING IN	
PASSES BEARING THESE LOGOS	WARWICKSHIRE
	09.00 - 24.00 WEEKDAYS ALL DAY SAT/SUN/B.HOL
ALL OTHER VISITORS' PASSES	09.30 - 23.00 WEEKDAYS ALL DAY SAT/SUN/B.HOL

(b) Companion Concessions

NONE

(c) Alternative Discretions

NONE

Cabinet

9 November 2017

Electric Vehicle Charging Infrastructure Strategy

Recommendations

That Cabinet:

- 1) Endorse the Electric Vehicle Charging Infrastructure Strategy 2017 – 2026; and
- 2) Recommends that the Council adds the Strategy as an addendum to the Local Transport Plan 2011- 2026.

1.0 Key Issues

- 1.1 The government has made a commitment to support the development of Ultra Low Emission Vehicles (ULEVs). The Queen's Speech on the 21 June 2017, referred to the advance in electric vehicles as part of the Automated and Electric Vehicles Bill. In addition, on 26 July 2017, the Government announced its plans to ban new diesels and petrol vehicles from sale in the UK from 2040.
- 1.2 Coventry and Warwickshire is a national hot-spot of low emission vehicle excellence. With a long association with the automotive industry, the sub-region boasts the highest concentration of Original Equipment Manufacturers (OEMs – commonly known as vehicle makers) in the UK. Furthermore, it is the leading location in the UK for hybrid and electric development, testing and manufacture.
- 1.3 This Strategy will enable the County to deliver infrastructure that is 'fit for purpose', that represents good value for money and responds directly to the increasing expectation and demand for a network of public access EV points. This Strategy demonstrates the County Council's commitment to promote the uptake and deployment of EVs.
- 1.4 This Strategy will also help address local air quality issues that are caused by emissions from petrol and diesel vehicles.

2.0 The Electric Vehicle Charging Infrastructure Strategy

2.1 The Electric Vehicle Charging Strategy sets out a vision to provide the infrastructure necessary to enable residents, businesses and communities to use electric vehicles every day and for any purpose. Electric Vehicle Users will be confident that they will be able to recharge their vehicles quickly and conveniently, taking advantage of their lower cost operation and in doing so making a major contribution to air quality in the County through reduced emissions from road transport.

2.2 The Objectives of the Electric Vehicle Charging Infrastructure Strategy (which reflect the wider objectives of the LTP) have been prepared to support national policy on air quality and transport. The objectives of the Strategy are:

- To address air quality issues that have, or will arise, due to transport-related issues;
- To inform and complement the County Council's wider policies on transport contained in the LTP;
- To take a proactive, rather than reactive approach, to dealing with future demand for EVCI;
- To create a realistic, deliverable Action Plan with schemes and initiatives for improving provision to support the advance of ultra-low emission vehicles in the market; and
- To integrate the Strategy fully within the Local Transport Plan, complementing the schemes and objectives contained within it.

2.3 To realise our strategic objectives, the Council will work with the District and Borough Councils to:

- **Support an integrated network of EV charge points** (rapid, fast and slow) to match current and future demand, parking situations, and budgets;
- **Work with charge point infrastructure providers** to trial new technologies e.g. on-street lamp post charging; in town rapid charging hubs, and show the benefits of EVs in general through 'drive and ride' demonstrations e.g. Stoneleigh Park;
- **Explore opportunities to innovate** in the County by assessing the latest technology in electric vehicle mobility (e.g. e-bicycles, e-motorbikes, e-taxis, e-car clubs) and the infrastructure required to enable trials and full implementation of schemes if appropriate;
- **Facilitate innovation and the development of EV and associated technologies** by working with local OEMs to provide

opportunities to test and develop technologies in local towns, rural areas and the highway network;

- **Require private developers and Landowners to provide EV charging** to encourage residents to switch to low carbon vehicles;
- **Work with Organisations to deliver Workplace Charging** to encourage uptake of grants and providing advice where appropriate;
- **Review current parking management policies** to ensure consideration is given to the successful management of EV parking bays; and
- **Raise awareness of the EV market** so people can understand the options for and benefits of EV ownership.

The County Council will also:

- **Provide work-based chargers for County Council staff and assess whether an electric vehicle lease scheme for staff is appropriate** to encourage our employees to switch to a low carbon vehicle (full battery or hybrid); and
- **Investigate opportunities to deploy electric vehicles within County Council's pool fleet** to reduce the Council's own carbon emissions whilst carrying out its business.

2.4 In addition to the above, the Strategy sets out;

- The national policy framework as well as the regional and local context related to the electric vehicle charging strategy;
- An overview of the current situation in terms of existing infrastructure and technology, along with the issues to be considered when rolling out Electric Vehicle Charging Infrastructure (EVCI);
- The proposed EVCI to be delivered in Warwickshire; and
- An Action Plan for delivering the Strategy.

3.0 Timescales associated with the decision and next steps

3.1 Once this Strategy has been endorsed by Cabinet, Officers will be able to carry out the following actions:

- Explore opportunities to procure EV charging suppliers through the ESPO framework where appropriate;

- Procure supplier/s that meet the needs of the EVCI Strategy, through a different framework if necessary;
- Secure necessary capital funds;
- Explore opportunities to generate revenue where appropriate;
- Work with Districts and Boroughs and supplier/s to identify appropriate locations for EVCI; and
- Commence delivery of EVCI.

4.0 Financial Implications

4.1 The costs considered to date indicate that a budget of £30,000 is required in order to progress EV facilities for staff including a street lighting column charging trial. This will be funded from the Transport Development Fund.

4.2 If further additional funding is required to deliver any aspect of the action plan, officers will seek appropriate approvals from members before beginning any procurement process.

Background papers

None

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Portfolio Holder	Cllr Jeff Clarke	cllrclarke@warwickshire.gov.uk

This report was circulated to the following elected members prior to circulation:

Local Members: N/A

Others: Fradgley, Clarke, Horner, Chattaway, Shilton

Electric Vehicle Charging Infrastructure Strategy 2017-2026

Warwickshire County Council
November 2017



'Warwickshire – Leading the Charge'

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Introduction

The majority of vehicles on the roads today run on either petrol or diesel fuel. However, the situation is changing, with a number of challenges to the predominance of transport fossil fuels. There is overwhelming evidence that petrol and diesel-powered vehicles cause pollution, which contributes to poor air quality and is dangerous to public health.

For these reasons policy makers and vehicle manufacturers or other transport innovators are working to build interest in and around the use of alternative fuels e.g. electric, biomethane and hydrogen.

Therefore, a Strategy to support the implementation of a world class charging infrastructure to enable the development of such technologies is required in Warwickshire and this is supported by a number of key issues;

- The Queen's Speech in June 2017, referred to the advance in electric vehicles as part of the Automated and Electric Vehicles Bill.
- The Government recently announced its plans to ban new diesels and petrol vehicles from sale in the UK from 2040.
- Government announced a £255m fund to help councils tackle emissions, including the potential for charging zones for air polluting vehicles.
- Coventry and Warwickshire is a national hot-spot of low emission vehicle excellence. Furthermore, it is the leading location in the UK for hybrid and electric development, testing and manufacture, for example;
 - Within Warwickshire and Coventry there are over 30 car and off-highway vehicle brands with R&D and manufacturing centres for leading names such as BMW, Jaguar Land Rover (JLR), Aston Martin Lagonda, London Electric Vehicle Company, Tata Motors and Dennis Eagle.
 - JLR recently issued visionary plans to manufacture the next generation of electric cars in Coventry, subject to government support, which will impact upon the deployment of battery powered vehicles.
 - The National Automotive Innovation Centre (NAIC), located at the University of Warwick, will open in early 2018. The NAIC is a public/private initiative that brings together academics, students and industry including JLR and TATA and other OEMs to develop the low carbon vehicle technologies of the future.

Many transport users will make the transition to EVs over the next few years – residents, businesses, public transport, community groups, and public transport operators. It is vital that WCC adopt an electric vehicle charging strategy and launch its new initiative, '**Warwickshire~Leading the Charge**', spearheaded by the Leader of the Council, Cllr Isobel Seccombe OBE. Warwickshire County Council (WCC) will

demonstrate its strong commitment to promote the uptake and deployment of Electric Vehicles (EV). This will be through the development of a county-wide charge point strategy and infrastructure that is 'fit for purpose', that represents good value for money, and responds directly to the increasing expectation and demand for a network of public access EV charge points.

Vision Statement:

Warwickshire County Council will provide the infrastructure necessary to enable residents, businesses and communities to use electric vehicles every day and for any purpose. Electric Vehicle Users will be confident that they will be able to recharge their vehicles quickly and conveniently, taking advantage of their lower cost operation and in doing so making a major contribution to air quality in the County through reduced emissions from road transport.

To realise our vision, the Council will work with the District and Borough Councils to:

- **Support an integrated network of EV charge points** (rapid, fast and slow) to match current and future demand, parking situations, and budgets
- **Work with charge point infrastructure providers** to trial new technologies e.g. on-street lamp post charging; in town rapid charging hubs, and show the benefits of EVs in general through 'drive and ride' demonstrations e.g. at Stoneleigh Park.
- **Explore opportunities to innovate** in the County by assessing the latest technology in electric vehicle mobility (e.g. e-bicycles, e-motorbikes, e-taxis, e-car clubs) and the infrastructure required to enable trials and full implementation of schemes if appropriate
- **Facilitate innovation and the development of EVs and associated technologies** by working with local OEMs to provide opportunities to test and develop technologies in local towns, rural areas and the highway network
- **Require private developers and Landowners to provide EV charging** to encourage residents to switch to low carbon vehicles
- **Work with Organisations to deliver Workplace Charging** to encourage uptake of grants and providing advice where appropriate
- **Review current parking management policies** to ensure consideration is given to the successful management of EV parking bays
- **Raise awareness of the EV market** so people can understand the options for and benefits of EV ownership

Warwickshire County Council will:

- **Provide work-based chargers for WCC staff and assess whether an electric vehicle lease scheme for staff is appropriate** to encourage our employees to switch to a low carbon vehicle (full battery or hybrid)
- **Investigate opportunities to deploy electric vehicles within WCC's fleet** to reduce the Council's own carbon emissions whilst carrying out its business

The Policy Context

National Policy

The Government set out its plan of action for greenhouse gas reduction in the Carbon Plan in December 2011. The plan identifies that transport has a critical role in meeting the Climate Change Act obligations.

The Government published 'Making the Connection: the Plugged-In Vehicle Infrastructure Strategy' during 2011. At the time, the Government envisaged most EVs being recharged overnight, at homes or in vehicle depots. If such an approach was successful, this would have the benefit of balancing the demand for electricity across the day, increasing the energy savings offered by the uptake of EVs, while creating minimal infrastructure cost.

In 2013, the Government published 'Driving the future today: a strategy for ultra-low emission vehicles in the UK', with a vision that almost every car and van in the UK should be an ultra-low emission vehicle by 2050.

More recently the Government's ongoing commitment to EVs was highlighted in the Queen's Speech in 2017, as part of the Automated and Electric Vehicles Bill. If approved, this will release a fund of £800m for investment into new driverless and zero-emission vehicle technology to boost the Industrial Strategy. The Government will set a target for almost every car and van to be zero emission by 2050, require motorway service areas and large petrol stations to install electric vehicle recharging points, and ensure common infrastructure standards and £600m during this parliament to support ultra-low emission vehicles.

In July 2017, the Department for Environment, Food & Affairs and the Department for Transport published its Air Quality Plan for nitrogen dioxide (NO₂) in the UK. In addition, the Government announced its plans **to ban new diesels and petrol vehicles from sale in the UK from 2040.**

Local Context: Warwickshire

Warwickshire is a leading member of The Coventry & Warwickshire Local Enterprise Partnership (CWLEP).

It is recognised that WCC will need to work together with the Boroughs and Districts to fully maximise the development of EVCI and ensure a consistent approach to EV charging across the County.

WCC has a number of policies which support the EVCI Strategy:

- The Local Transport Plan (LTP) 2011 – 2026: Air Quality Strategy;
- WCC Environmental Management Policy V2 June 2017;
- WCC Energy Policy for Properties 2015; and
- Coventry and Warwickshire Health Protection Strategy.

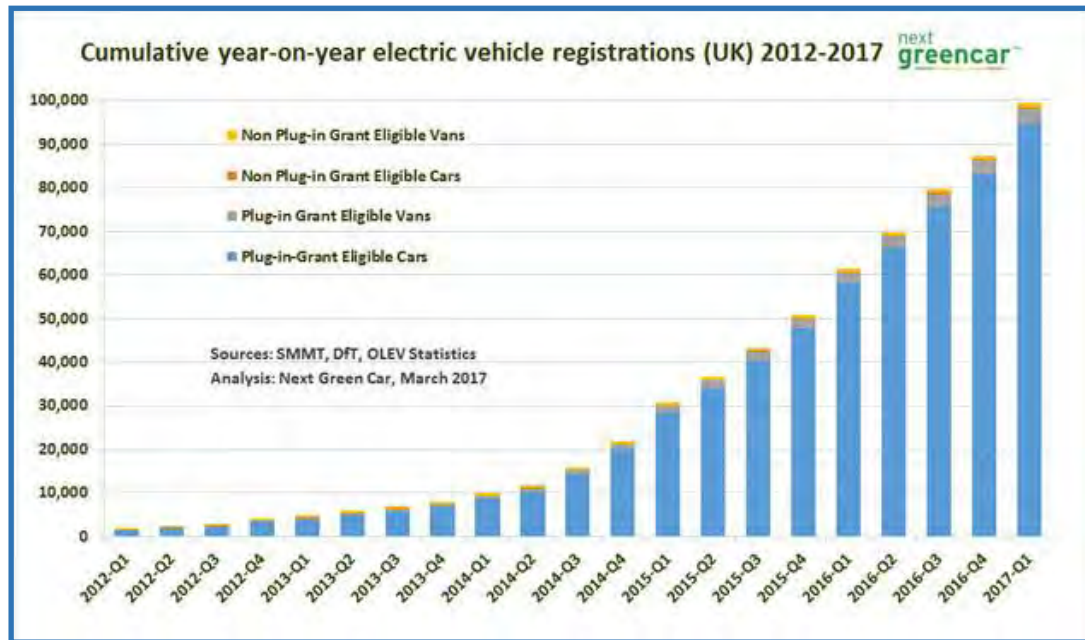
Given the momentum that is building for wider adoption of electric vehicles it is now appropriate for a strategy to be adopted by WCC to support the implementation of a world class charging infrastructure. This Strategy will be added as an addendum to the LTP 2011 – 2026.

Within the Districts and Boroughs, policies are currently being developed to include provision for supporting the advance of electric vehicles in the market. This is summarised below.

Overview of Current Situation

Ultra-Low Emission Vehicles

The UK has seen a surge in demand for ultra-low emission vehicles, including EVs, and 2016 saw a record year of sales. Ultra-Low Emission Vehicles (ULEVs) currently account for just over 1% of market share for new vehicles registered in London, but the pace of demand and ever changing technology means that by 2025 this is expected to have increased significantly. There are currently just over 100,000 ULEV cars on UK roads and that figure is expected to rise to around 1 million (OLEV) by 2025.



ULEVs are broken down into three main types:

- Battery Electric Vehicles (BEVs)
- Plug-in Hybrid Electric Vehicle (PHEV)
- Hydrogen Fuel Cell Electric Vehicles (FCEV)

Further details about each type can be found in Appendix C. The fastest growth is occurring in plug in hybrid electric vehicles.

There are currently four power levels associated with EV charging. These are slow, fast, rapid and super chargers (Details can be found in Appendix D).

Current charging Infrastructure in Warwickshire

ZapMap reports the current network of charge points in Warwickshire as of 1st June 2017:

- There are 55 charge point devices hosting 83 connection sockets (some are therefore double socket devices) at 24 different locations across the County.
- Of these, 10 locations offer open access to EV users and 14 offer restricted access e.g. limited hours; customers only; privately owned site etc.

The distribution of locations across the County is as follows:

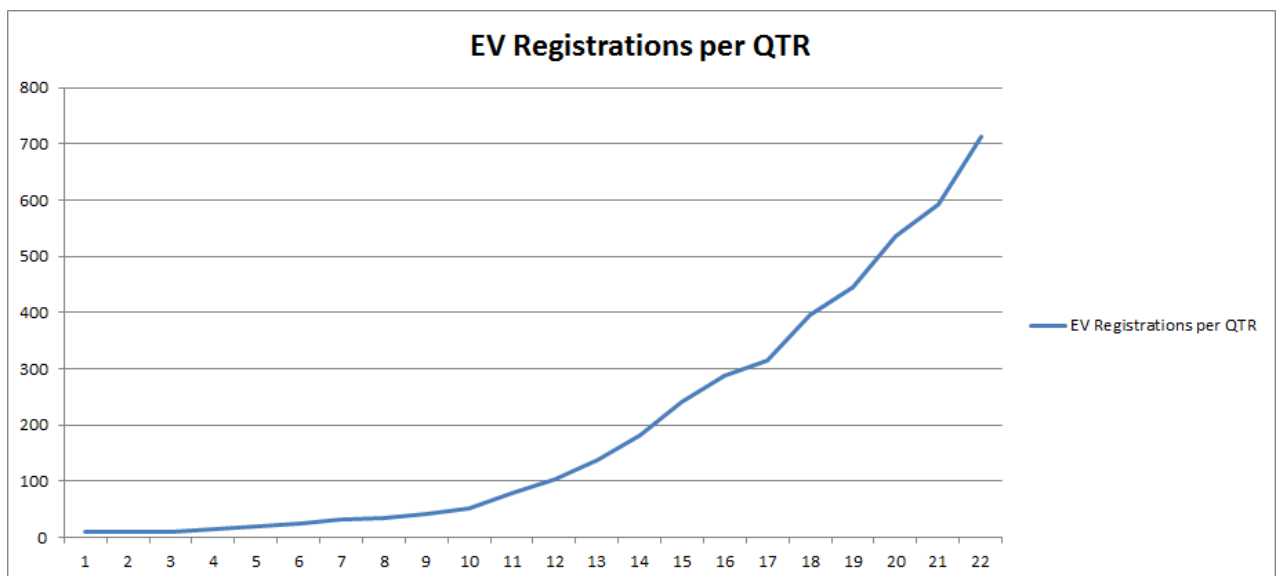
Location	Number of locations
Motor dealership	5
Retail centre car park	2
Railway station	3
Pub/hotel	6
Public car park	5
Petrol service station	2
NHS site	1
On-street	0
TOTAL LOCATIONS	24

The charge points that are currently provided by the Districts and Boroughs are ageing and do not necessarily reflect the necessary charging capacity required by local users. There is now demand for an improved network of faster, 7kW charge points as well as rapid 50kW charge points, suitable for residents, visitors and taxi firms.

EV Ownership in Warwickshire

The chart below demonstrates the rapid growth in registered EV's in Warwickshire since quarter 1 2012, till quarter 4 2017.

As the number of registered vehicles is only expected to rise, it is important that WCC deliver this Strategy to provide the infrastructure required to support the growth in the EV car market.



Source: Department for Transport Statistics – Vehicle Licensing Statistics (Table VEH0131)
<https://www.gov.uk/government/collections/vehicles-statistics>

Warwickshire's EV car ownership, as a proportion of the total number of cars, has increased over 3,000% since 2012, compared to 1,400% in England and 1,800% in West Midlands. This shows a larger than proportional increase in EV ownership, suggesting demand for EV's is growing faster in Warwickshire, relative to the rest of England.

The Strategy

The Objectives of the Electric Vehicle Charging Infrastructure Strategy (which reflect the wider objectives of the LTP) have been prepared to support national policy on air quality and transport. The objectives of the Strategy are:

- To **address air quality** issues that have, or will arise, due to transport-related issues;
- To **inform** and complement WCC's wider policies on transport contained in the LTP;
- To take a **proactive**, rather than reactive approach, to dealing with future demand for EVCI;
- To create a realistic, deliverable **Action Plan** with schemes and initiatives for improving provision to support the advance of ultra-low emission vehicles in the market; and
- To integrate the Strategy fully within the Local Transport Plan.

Policies

EVCI1 Provision and Delivery of Public EV Charge Points

WCC will work with the County's five district/borough councils to help facilitate the provision of a charging network that provides mixed speed public charging infrastructure which is available, affordable, consistent, convenient and user friendly.

The County Council will seek to provide an EV charging network that has standard charging posts and payment systems to ensure better usability and convenience, making the experience of charging better for the user.

The EVCI should also be placed in locations that are accessible to the majority to ensure good uptake.

The County Council will consider the speed of charging for each location considered, providing a range of slow and fast chargers as appropriate.

EVCI2 Trial new technologies and explore opportunities to innovate

Warwickshire County Council will work with the EV Charge Point providers and manufactures to trial new- technologies

WCC will also consider the provision of Rapid Chargers in suitable locations, where the energy supply is sufficient and available, to encourage the take up of e-taxis and e-light commercial vehicles. Rapid chargers may also be suitable for residents without access to private drives to charge their vehicle on their journey to or from home. WCC does not currently intend to provide on street residential EV bays due to parking capacity issues and traffic regulation orders in residential streets. However, WCC will trial appropriate technologies that may be suitable for residential streets (e.g. street light column charging).

WCC will explore opportunities to innovate in the County by assessing the latest technology in electric vehicle mobility (e.g. e-bicycles, e- motorbikes, e-taxis, and e-car clubs) and the infrastructure required to enable trials and full implementation of schemes if appropriate.

EVCI3 Require private developers and landowners to provide EVCI

Warwickshire County Council will work with the Districts and Boroughs to ensure policies are in place requiring new developments to provide EVCI where appropriate.

WCC will request that consideration is given to the delivery of EVCI through development opportunities and will work with District and Borough Councils as appropriate to secure the appropriate outcomes.

EVCI4 Review current parking management policies

Warwickshire County Council will ensure consideration is given to the successful management of EV parking bays.

WCC will review its parking management policies to include provision for the management of EV charging bays where appropriate.

WCC will ensure that EV bays are provided and managed successfully where required.

EVCI5 Raise awareness of the EV market

Warwickshire County Council will raise awareness so people can understand the options for and benefits of EV ownership

WCC will update its web pages to include a section on electric vehicles to provide information enabling residents to consider switching to an ULEV in the future.

WCC will work with organisations to encourage uptake of grants to deliver EVCI and provide relevant advice where appropriate

WCC will ensure that EVCI is sign posted where appropriate and advertised through effective communication.

WCC will explore opportunities to work with charge point providers to identify suitable locations to trial new technology e.g. on-street lamp post charging; in town rapid charging hubs, and show the benefits of EVs in general through 'drive and ride' demonstrations.

WCC will assess suitable venues which are accessible to the public and OEMs

WCC will promote the vision, as appropriate, for a Showcase Centre with a view to obtaining stakeholder support to realise this ambition.

EVCI6 Provide EVCI for its employees

The County Council will provide EVCI within their staff parking facilities where appropriate to encourage the uptake of ULEVs.

WCC will provide EVCI for WCC staff.

WCC will encourage the EVCI in staff car parks to be utilised by local residents and visitors during evenings and weekends.

WCC assess whether an electric vehicle lease scheme for staff is appropriate to encourage our employees to switch to a low carbon vehicle (full battery or hybrid)

EVCI7 Deploy electric vehicles within WCC's fleet

The County Council will add ULEVs to its fleet to reduce the Council's own carbon emissions whilst carrying out its business.

WCC will consider the options for ULEVs during the procurement of vehicles with the intention to provide EVs within the existing fleet.

WCC will seek to introduce EVs within its pool fleet and ensure staff are aware of the EVs to encourage uptake for County business, thereby reducing its emissions from grey fleet.

WCC will explore opportunities to deliver EVCI and vehicles to a mixture of County Council establishments where appropriate e.g. schools, community centres.

WCC will work with Warwickshire's NHS to develop take up of EVCI and vehicles where appropriate in the public health sector.

Action Plan

Actions for delivering the EVCI Strategy are set out in the table below.

Policy	Action	Timescale
EVCI1 Provision and Delivery of Public EV Charge Points	<ul style="list-style-type: none"> • Explore opportunities to procure suppliers through the ESPO framework • Procure supplier/s that meet the needs of the EVCI Strategy • Secure necessary capital funds • Explore opportunities to generate revenue where appropriate • Work with Districts and Boroughs and supplier/s to identify appropriate locations for EVCI • Commence and continue delivery of EVCI 	Commence delivery by end of 2017 Ongoing
EVCI2 Trial new technologies and explore opportunities to innovate	<ul style="list-style-type: none"> • Officers to understand developing technologies and identify opportunities to innovate • Work with Districts and Boroughs to identify suitable locations to trial new technologies • Officers to explore areas (UK and Europe) of good practice and use this learning to inform our approach 	
EVCI3 Require private developers and landowners to provide EVCI	<ul style="list-style-type: none"> • Work with Districts and Boroughs to identify policies which can be updated to include provision for EVCI • Advise private developers submitting planning applications to install EVCI 	As appropriate
EVCI4 Review current parking management policies	<ul style="list-style-type: none"> • Consider how EV bays could be effectively managed and adapt parking management policies accordingly 	As appropriate
EVCI5 Raise awareness of the EV market	<ul style="list-style-type: none"> • Provide web based information on WCC's Website • Promote EVCI through media channels • Provide signage where appropriate • Provide advice and guidance re ULEVs to residents and businesses 	As appropriate
EVCI6 Provide EVCI for WCC employees	<ul style="list-style-type: none"> • Identify suitable locations for EVCI 	Ongoing

	<ul style="list-style-type: none"> • Apply for available grants and identify other funding sources • Assess schemes to enable staff to switch to ULEVs • Promote EVCI to staff 	
EVCI7 Deploy electric vehicles within WCC's pool fleet	<ul style="list-style-type: none"> • Prepare a business case to consider the options for ULEV procurement • Deliver the infrastructure required to support ULEVS within the WCC's pool fleet • Procure ULEVs at the appropriate time • Encourage staff to use the ULEV when appropriate 	<p>By the end of 2017</p> <p>Ongoing</p>

The Strategy and Action Plan will be reviewed and updated as necessary on an annual basis. WCC will monitor the number of EV charge points available in the County and their usage to ensure that the supply meets demand.

The County Council will take appropriate action to rectify issues where necessary.

Appendix A

Executive Summary of EV Charge Point Review

Greenwatt Technology (July 2017)

1. Electric vehicles (EV) sales are showing strong growth and the Warwickshire public access EV charge point (EVCP) infrastructure needs to expand accordingly.
2. The Government (Office for Low Emission Vehicles) is firmly committed to supporting the development of EV charge point infrastructure and autonomous vehicles.
3. Local authorities have a key role to play in supporting the transition to low emission vehicles (LEVs) by facilitating and enabling a mix of public access charge points.
4. The 'hidden costs' of poor air quality in towns, cities and even rural situations are becoming more critical and demand action. EVs have zero tail pipe emissions and can assist in the mitigation of poor air quality.
5. Warwickshire County Council can take a lead in improving air quality by adopting EV technology within their own vehicle fleets thereby encouraging others.
6. EV charge point technologies and management systems are now fairly mature but the current network in Warwickshire may be regarded as unplanned and uncoordinated.
7. Councils in Warwickshire (county, borough and districts) have different policies and approaches to EVs and charging infrastructure which can be frustrating for EV drivers.
8. A coordination of charge point installations between councils coupled with a joint procurement framework would avoid duplication of efforts, lower costs and present a united public sector commitment to EVs and improvement of air quality.
9. Councils can now access the ESPO procurement framework for EV charging infrastructure from July 2017.
10. Attention should not only focus upon EV car users but should also be upon reducing emissions from public transport (taxis, buses) and [last mile] delivery vehicles.
11. The mix of charge point types in terms of speed of charging requires careful balance and attention to the various EV user demand profiles.
12. A closer liaison between local authority provision of charge points and those being installed by businesses and organisations across the county could be investigated
13. On-street charging is of particular importance to owners of terraced houses with no off-street parking. However there are issues to resolve, and there is opportunity to trial innovative technology e.g. lamp post chargers and in-town rapid charging hubs.
14. Inclusion of EV charge points as a planning requirement for all new residential and commercial developments will speed transition.
15. Liaison with surrounding counties would avoid duplication of network provision and create a Midlands network of rapid charge points on major roads.
16. With Coventry and Warwickshire at the forefront of future low emission transport technology and innovation, the County should maximise its advantage by ensuring a first class public access EV charging system is in place.
17. This Review supports a county-wide strategy led by WCC and in association with Tier 2 councils and other organisations engaged in EV infrastructure provision.
18. An extensive campaign promoting the benefits of driving electric would encourage more residents, businesses and organisations to convert to electric vehicles.

Appendix B

Overview of the EV Reviews Findings

The review established that **all** the councils except RBC have installed EV charge points at some point over the last three years. This is an indication that council officers responsible have some awareness of options and issues related to charge point installation, back office systems, customer interface and charge point management.

The installed network varied in each council area with SDC installing units in two locations (council public car parks), WDC in three sites (council public car park, council staff car park and estate service depot) and NBBC and NWBC in one location (council public car park). Only three councils installed charge points as part of the Plugged in Midlands grant scheme - NBBC, SDC, and WCC. Two other councils - NWBC and WDC - have installed charge points independently. Only three councils installed charge points as part of the Plugged in Midlands grant scheme - NBBC, SDC, and WCC. Two other councils - NWBC and WDC - have installed charge points independently. These responses indicate that councils have a different experience of charge point unit procurement and back office charge point management systems.

WCC has installed charge points at three railway station car parks. No charge points have been installed by any of the councils to date at venue car parks, tourist centres or hotels.

The majority of charge points installed are 'fast' charging (32amp; 7kW max; 3-4hrs full charge) or 'slow' charging (16amp; 3.3kW max; 8 hrs for full charge). No 'rapid' charge points (43 AC / 50kW DC; 20-30mins full charge) have been installed to date.

The responsibility for EV charge point infrastructure varied across the county which may reflect different emphases in policy development and management responsibility:

Council	Department with main responsibility for charge point infrastructure and maintenance
NBBC	Assets & Street Services
NWBC	Streetscape and Facilities Management depts.(Community & Environment Division)
RBC	Likely to be Parking Services and Corporate Property
SDC	Technical & Community Services
WCC	Transport Planning Unit
WDC	Housing and Property Services – Asset Management

Two councils (NWBC and RBC) do not have a policy in place to support public-access charge points. However, RBC's planning policy is presently being adapted to include provision for EV charging requirements for new build houses.

NWBC reports awareness within the Council of the potential and need for EV charge points - however, limited resources and political buy-in are stated as 'current challenges'. Two councils (NBBC and WDC) do have air quality and planning policies in place that include a level of provision for electric vehicle charging.

There is also little uniformity amongst councils with regards to parking bay usage for EV charging. Three councils (NBBC, SDC and WDC) state that their public access charging bays are used exclusively for EV/hybrid recharging. WCC and NWBC have EV/hybrid recharging points shared with disabled (blue badge) parking. NWBC also provides EV charging bays, but not on an exclusive basis i.e. non-electric vehicles can also use the parking bays. Management of EV parking bays is an issue which needs addressing. There is a lack of consistency amongst local councils which can be confusing and frustrating for EV drivers; most of whom expect bays to be provided exclusively for the purpose of charging EVs.

Appendix C

Types of Ultra Low Emission Vehicles

- **Battery Electric Vehicles (BEVs)** – these rely solely on battery power and can travel between 100 and 300 miles on a single charge. Current examples seen on our roads include the Nissan Leaf, BMW i3 and the Tesla S saloon. 2015 saw a 48 per cent increase in pure electric registrations compared to 2014
- **Plug-in Hybrid Electric Vehicle (PHEV)** – these employ a conventional petrol or diesel engine alongside an electric motor. They have a relatively short range on electric power (20-40 miles) but the use of both drive systems can return figures in excess of 130 miles per gallon equivalent. Examples include the Mitsubishi Outlander SUV, the newer Toyota Prius PHEV and the BMW i8 sports car. 2015 saw a 137 per cent increase in plug in-hybrid registrations compared to 2014.
- **Hydrogen Fuel Cell Electric Vehicles (FCEV)** – still currently at a development stage with limited production due to the difficulties of hydrogen production, storage and refuelling. As no charging is needed, and with the lack of any significant hydrogen refuelling infrastructure these are not being considered as part of the current low emission transport strategy but could be a future consideration for the County as the technology matures.

Appendix D

Power levels of EV Charging

- **Slow / trickle** - 3kW: this is the oldest standard and can typically be supplied by a standard household 3-pin plug, a wall or post mounted purpose built unit or via a street light charging point. A typical full charge of an electric vehicle (from empty) takes between 7 and 8 hours, meaning that it is most suited for overnight charging at or near home or work, and the number of users in a 24 hour period is low (typically 1 – 2).
- **Fast** - 7kW a newer standard that requires a dedicated power source and connecting cable type. A typical full charge on an electric vehicle takes 3-4 hours, meaning that 3 or 4 users a day could fully charge. This supply is becoming common in many current on-street or public car park charging points, as well as in supermarkets and businesses. 22kW units can be deployed for faster charging where 3-phase charging is available e.g. multi-storey car parks.
- **Rapid** - 43kW AC / – 50kW DC : a high power rapid charging option to suit the needs of users who need to charge their electric vehicle quickly to keep them in use, such as taxis, commercial vehicles or company cars. An 80% charge from empty typically takes 30-40 minutes for a standard EV e.g. Nissan Leaf, allowing for a high number of charges per day. Rapid points are now available at most motorway service stations. Although smaller designs are becoming available, these units are relatively large and expensive compared to lower power units and require significant local grid connection capacity which can impact upon locations for rapid charge point installations.



3kW charging point



7kW charging point post



Rapid 50kW charger

Examples of charging point technology in the UK

- **Supercharge Rapid** – 120-140kW: these are currently installed exclusively by Tesla – enabling their larger battery powered EV range (60-120kWh capacity) to charge quickly e.g. Tesla Model 'S' can charge up to 80% in about 40 minutes or add 170 miles of range in about 30 minutes.



Superchargers will become increasingly important as other high powered EVs enter the UK market e.g. VW and JLR models. Tesla has indicated that arrangements with other EV manufacturers are likely to enable such EVs to access the Tesla supercharge highway. They also expect that their Tesla models will be able to fully charge within 10 minutes in future.

Cabinet

9 November 2017

Local Healthwatch Service: Consultation findings and Proposed Service Model

Recommendations

That Cabinet

- 1) Agree findings of the consultation process which will inform the Local Healthwatch re-tender.
- 2) Approve the principles of the new service, in order to proceed with the procurement of the new Local Healthwatch Service.
- 3) That the Joint Managing Director (Communities) be authorised to commence an appropriate procurement process and award any contracts for the service on terms and conditions satisfactory to Joint Managing Director (Resources).

1.0 Introduction

- 1.1 The Health and Social Care Act 2012 proposed that Healthwatch would be the new consumer voice and champion for users of publicly funded Health and Social Care services.
- 1.2 Healthwatch exists in two main forms, Healthwatch England and local Healthwatch.
- 1.3 Healthwatch England's vision is to enable the collective views and experiences of people who may use Health and Social Care services to; help shape the delivery of these services, influence the services they personally receive and to hold services to account. The latter point is strengthened by Healthwatch England being a committee of the Care Quality Commission (CQC), enabling Healthwatch England to strengthen the links between patient/public links and regulation.
- 1.4 The local Healthwatch in Warwickshire is Healthwatch Warwickshire (current provider). Healthwatch Warwickshire was originally set up through a consortium of third sector organisations including; Warwickshire CAVA, Warwickshire CAB and Age UK. Each organisation brought with it a particular unique set of skills and experience to enable the further growth and development of what is now Healthwatch Warwickshire, a not for profit

company limited by guarantee, converted to a Community Interest Company in April 2016.

- 1.5 The current Healthwatch contract was awarded to Warwickshire CAVA in January 2013 for two years. Due to the Health and Social Care Act 2012 requiring the service to be delivered by an independent legal entity, the contract was novated over to Healthwatch Warwickshire in April 2013. A contract extension was agreed until March 2018, this has now been superseded by an exemption until October 2018.
- 1.6 The core functions of Healthwatch Warwickshire include:
- Gather views and experiences
 - Make these views known, both locally and nationally as appropriate
 - Promote and support involvement in commissioning of health services and provision of care services
 - Where appropriate, recommend investigation or special review of services via Healthwatch England to the CQC
 - Provide or signpost to advice and information re access to services
 - Make known the views and experiences of people to other local Healthwatch organisations and Healthwatch England; and provide a steer to help it carry out its role as a national champion.
 - Enable access to NHS Complaints Advocacy Services
- 1.5 Through the One Organisational Plan 2017-20, the County Council describes how it will rise to the challenge of making Warwickshire the best it can be. Over the last three years, the County Council has delivered £92 million of savings and is now faced with making further savings of £67 million. This means shaping the future of a very different County Council and different public service provision that can be afforded both now and up to 2020.
- Since 2015/16, Public Health has experienced a significant and recurrent reduction to its ring fenced grant funding from the Department of Health. This is likely to continue until 2020. In addition to local Council savings, the impact of these reductions is significant and a challenge to achieve. In order to meet this challenge, Public health is redesigning its services, ensuring that prevention and early intervention are a major part of the new offer to the public, whilst continuing to commission priority, high quality and value for money services. We must ensure that vulnerable citizens are supported and that services are as efficient and effective as possible.
- 1.6 On 14th October 2016, the Portfolio Holder for Finance and Property authorised the Strategic Director of Communities to proceed with an appropriate procurement process to enable the award of contract(s) for the provision of a Local Healthwatch Service with a contract start date of 1st April 2018.
- 1.7 Since the current Healthwatch contract is subject to OOP 2020 savings and also following the snap election earlier in 2017, a decision was taken to seek an exemption to allow for appropriate consultation on the proposed service.

An exemption was received on 21st December 2016 to exempt the contract until 31st October 2018, upon which time the new contract would have been tendered and awarded.

- 1.8 We are continuing to work closely with our key stakeholders in the public, private and voluntary sector to open up new conversations with us to review and explore a range of options and different ways of working.
- 1.9 This paper provides details of the key findings and outcomes of the consultation process which have informed the proposed service model.

2.0 Consultation process

- 2.1 A 10 week consultation started on 17th July 2017 and ended on 22nd September 2017. The aim of this consultation was to effectively engage with local people including key partners in health and social care, service users and their families and carers to find out their views and experiences of the local Healthwatch service and ensure there were opportunities for them to influence and shape the new service.
- 2.2 The consultation process was framed around a set of seven local Healthwatch functions which are derived from the requirements prescribed in available legislation and guidance:
 - Gather views and experiences
 - Make these views known, both locally and nationally as appropriate
 - Promote and support involvement in commissioning of health services and provision of care services
 - Where appropriate, recommend investigation or special review of services via Healthwatch England to the CQC
 - Provide or signpost to advice and information re access to services
 - Make known the views and experiences of people to other local Healthwatch organisations and Healthwatch England; and provide a steer to help it carry out its role as a national champion.
 - Enable access to NHS Complaints Advocacy Services
- 2.3 A range of consultation methods were used to reach the target audience:
 - Online survey and paper survey
 - Face to face engagement
 - WCC libraries
 - Healthwatch Warwickshire Annual Conference 2017
 - Health and Social Care Conference 2017
 - Making Space Service User Forums
 - Provider engagement event - 18th September 17

2.3.1 Survey

A paper and online version of the survey was produced and shared widely through the channels outlined in this report (Appendix A). The online survey was hosted on warwickshire.gov.uk/ask. Prepaid envelopes were distributed with the survey or a box was available when promoting the survey at various events. The completed surveys were inputted and stored securely by WCC, Public Health. A telephone consultation helpline and email address - phconsultations@warwickshire.gov.uk were set up to provide support to respondents.

2.3.2 Face to face engagement

During the consultation period the service Commissioner and Officer visited WCC libraries in each of the five district and boroughs and various events to engage with local people. This provided the opportunity to participate in the consultation through either completing the online or paper survey, which was also available to take away and complete at a later date. Making Space also assisted in the face to face promotion of the survey and where appropriate other Commissioners and Officers in Public Health promoted the survey at various venues and events across the county.

2.3.3 Provider engagement event

WCC Public Health organised an engagement event for potential providers of the new service to engage and seek their views and experience of the current service and provide the opportunity to share their views on the new service. Both the online and paper surveys were available on the day to complete.

2.4 A WCC marketing and communications plan was produced to ensure consultation was shared widely across the county and an evaluation of this has been produced (Appendix B). Where possible and appropriate, shared consultation activities were carried out in conjunction with other Public Health commissioners who were also conducting consultation activity with similar time frames. This approach helped to avoid over consulting and duplication of engagement with similar stakeholders as well as providing an opportunity for Public Health to promote and share information on a range of services to a wider audience.

2.5 Costs relating to the consultation were met within current Public Health budgets.

2.6 A consultation findings report has been produced (see Appendix C). Section 3.0 of this report outlines the key findings from the consultation

3.0 Key findings

- 3.1 189 people responded to the survey. The findings were analysed separately for the public and partners. All of the detailed findings of the report are available in the Consultation Findings Report (Appendix C).
- 3.2 Some 60% of public respondents were aware of Healthwatch Warwickshire services prior to completing the survey.
- 3.3 Making a contribution to improving local health and social care services was a key reason for people to share their views and experiences about health and social care services.
- 3.4 Online methods of communication were the preferred option for both providing feedback and gaining information about health and social care services. However, face to face communication was still popular, particularly for finding out about health and social care services and for those without access to the internet.
- 3.5 The most popular way in which respondents wanted to hear news about Healthwatch Warwickshire's activities was via electronic newsletter or the Healthwatch Warwickshire website.
- 3.6 Social media was not a popular way to get or feedback information about health and social care.
- 3.7 Respondents would prefer to be involved with Healthwatch Warwickshire by providing online feedback.
- 3.8 GP surgeries and Warwickshire County Council were the most likely organisations for people to seek help and advice from about health and social care services.
- 3.9 Awareness of local advocacy services was low.

4.0 Proposal

- 4.1 This report seeks agreement from Cabinet to use the key findings from consultation process to further influence service specification and will ensure the views of stakeholders are integral to the service design.
- 4.2 The findings from the consultation will be considered with previous findings from the reviews of the service by both [Leeds Beckett University](#) and [Healthwatch Wiltshire](#).

- 4.3 The proposed new service model also responds to the requirements outlined in the Health and Social Care Act 2012, which sets out to explore the most effective ways consumers of health and social care services can access, share their experiences of and influence the health and social care agenda.
- 4.4 The future delivery model will be outcome focused. It will be ambitious and characterised by its ability to motivate and support people to assert themselves and share their experiences, positive or negative, in terms of their experiences of health and social care services.

Due to legislative requirements, Healthwatch activities will include:

- Promoting and supporting the involvement of local people in the commissioning, the provision and scrutiny of local care services.
 - Enabling local people to monitor the standard of provision of local care services and whether and how local care services could and ought to be improved;
 - Obtaining the views of local people regarding their needs for, and experiences of, local care services and importantly to make these views known;
 - Making reports and recommendations about how local care services could or ought to be improved. These should be directed to commissioners and providers of care services, and people responsible for managing or scrutinising local care services and shared with Healthwatch England.
 - Providing advice and information about access to local care services so choices can be made about local care services;
 - Formulating views on the standard of provision and whether and how the local care services could and ought to be improved; and sharing these views with Healthwatch England.
 - Making recommendations to Healthwatch England to advise the Care Quality Commission to conduct special reviews or investigations (or, where the circumstances justify doing so, making such recommendations direct to the CQC); and to make recommendations to Healthwatch England to publish reports about particular issues.
 - Providing Healthwatch England with the intelligence and insight it needs to enable it to perform effectively.
- 4.5 Taken from the consultation analysis and work with stakeholders, principles of the new service will include:
- Increased focus on collaboration, joining up with other services and partners, including advocacy services.
 - Increased working across geographies to take account of the changing health and social care landscape. To include; county, sub regional, STP footprint and regional working.
 - Stronger patient voice at strategic forums.
 - Active engagement of volunteers.
 - Increased emphasis on prioritisation.

- Focus on universal services.
- Place based focus on health and wellbeing.

4.6 The contract length will be for a maximum of 2 plus 3 years and the contract value will be no more than £217k per annum.

5.0 Equality Impact Assessment

5.1 Following the consultation process, the Equality Impact Assessment has been reviewed and updated to reflect the consultation findings and profile of respondents and is awaiting final approval (see Appendix D).

6.0 Timescales associated with the decision and next steps

6.1 Following Cabinet's decision, the table below sets out the critical milestones and key deadlines for the tendering and commissioning of the local Healthwatch service.

Milestones	Deadline
Cabinet meeting	9th November 2017
Tender process begins	4th December 2017
Tender process closes	17 th January 2017
Tender evaluation period	18 th January – 17 th February 2017
Contract award	March 2018
Service transition period	April 2018 - October 2018
New service starts	1st November 2018

6.2 Providing feedback to respondents is a vital element of the consultation process and this will be undertaken by ensuring the final consultation report is made publicly available on 'Ask Warwickshire' and widely shared with all stakeholders including service users, public and partners.

Background papers

None

Appendices

Appendix A - Copy of the consultation survey

Appendix B - Marketing and communications evaluation

Appendix C - Consultation Findings Report

Appendix D - Equality Impact Assessment (EqIA)

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The report was circulated to the following members prior to publication:

Local Member(s): N/A

Other members: Councillors Caborn, Redford, Golby, Parsons, Rolfe

Cabinet

9 November 2017

Warwickshire Unauthorised Encampments Protocol 2017

Recommendation

That Cabinet adopt the Warwickshire Protocol 2017 as the Council's overarching approach to managing unauthorised Gypsy and Traveller Encampments.

1.0 Key Issues

- 1.1 The current shared protocol for managing unauthorised Gypsy and Traveller encampments in Warwickshire, known as 'Firm but Fair', was agreed in 2007 and has been used by the Council and partners since.
- 1.2 Following numerous unauthorised encampments within Warwickshire during 2016 and 2017, partners considered the protocol to be in need of revision and updating.
- 1.3 Led by the Office of the Police and Crime Commissioner, officers of the Council, together with partner organisations have developed 'The Warwickshire Protocol 2017' as a means of working together in the management of unauthorised Gypsy and Traveller encampments.

2.0 The Warwickshire Protocol 2017

- 2.1 The Warwickshire Protocol 2017 (appendix A) seeks to ensure that responses to unauthorised encampments are consistent, cohesive, effective and efficient, across the County.
- 2.2 To achieve this, the Protocol sets out initial actions in the event of an unauthorised encampment; details how agencies will communicate around unauthorised encampments; details how relevant legislation can be applied to unauthorised encampments; and details how 'lessons learnt' can be shared following an unauthorised encampment.
- 2.3 An Equalities Impact Assessment has been carried out by the Office of the Police and Crime Commissioner, as the originating agency for the Protocol.

3.0 Timescales associated with the decision and next steps

- 3.1 Subject to Cabinet approval, officers will liaise with partners and begin working to the Warwickshire Protocol 2017 with immediate effect.
- 3.2 In implementing the Protocol, no additional costs beyond those already incurred by the service are anticipated.

Background papers

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The report was circulated to the following members prior to publication:

Local Member(s): N/A

Other members: Councillors Fradgley, Clarke, Horner, Chattaway, Shilton



Office of the
Police and Crime
Commissioner
for Warwickshire

The Warwickshire Protocol 2017

Dealing with Unauthorised Encampments in Warwickshire



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1. Introduction

1.1. Research and experience tends to strongly suggest that over the last four years most local authority areas in Warwickshire have experienced an increase in unauthorised encampments by Gypsy and Traveller communities. This experience has also been felt in Coventry and the West Midlands as a whole. It is probable this is due to a lack of suitable sites for prolonged stopping, population growth in the Gypsy and Traveller communities and due to members of the community continuing to practice a nomadic habit of life in accordance with their cultural identity.

1.2. This has led to increasing tensions and criticism from settled residential communities who seek effective responses from their local elected representatives. In some instances it has led to criminal and anti-social behaviours from within and outside the encampment. Consequently the effects have impacted on local authorities, private landowners, the courts and the police in terms of resource, time and cost.

1.3. This protocol is aimed at ensuring that the response to unauthorised encampments from local authorities, private landowners, the police and other salient agencies is cohesive, consistent, efficient and effective. It seeks to provide a set of shared principles and processes with clearly identified leads

1.4. Good communications and negotiation, setting clear expectations, seeking positive outcomes and being committed to challenging crime and disorder are key themes of this document. It is very important to maintain public confidence and uphold the law whilst being cognisant of the rights of the Gypsy and Travelling communities. Post encampment review is also a vital aspect of this document.

1.5. In following this protocol some key principles need to be established. The law needs to be upheld and action applied in a pragmatic, fair and balanced way. Behind all decision making should be the principles of justification, proportionality, legality and absolute necessity.

1.6. Whilst action will in most cases inevitably have to be taken, it is in a spirit of negotiation, clear communication and a partnership approach. Decision makers should take account of threat, harm and risk presented by the unauthorised encampment whilst being cognisant of issues relating to vulnerability, welfare and safeguarding in relation to members of the encampment. Ultimately decision making should take into account the needs, fears and concerns of the settled community.

2. Initial Actions

2.1. Following the report of an unauthorised encampment the information detailed within Appendix 2 should be collated upon first response to the encampment. It is the responsibility of the lead agency (see para. 2.2) to ensure this information is recorded. It is accepted it may not be the lead agency making the first response. Experience would tend to suggest it will probably be the police. However, the lead agency should ensure it is in possession of the information no later than one working day after receiving the first report of the encampment.

2.2. A positive and professional initial response is essential in setting the tone and effectiveness of the subsequent processes. It is a first priority to establish whether the land in question is owned by any of the signatories to this Protocol and if it is, that agency will be the lead agency.

2.3. Where the land trespassed on is owned privately, the district/borough local authority will offer initial advice if requested as the landowner may be inexperienced in such matters. However, it should be noted a district/borough local authority cannot make decisions for a private landowner. Distinct ownership and efficient positive action are the key steps to successful outcomes. ***It is vital the lead agency has a clearly appointed person(s) able to deal with and make decisions about the encampment.*** It is also extremely important to engage with the trespassers present at the encampment and those residing on the unauthorised encampment as the Site Code of Conduct Notice should be explained and served as soon as practicable by the lead agency or by the police on behalf of the lead agency. (See Appendix 3)

2.4. Within one to two working days an information sharing meeting should have been established to consider the views of all relevant stakeholders including the Gypsy and Travelling community. This is the responsibility of the lead agency. This may be a physical meeting, on or off site or virtual e.g. telephone conferencing, video conferencing. It is imperative that views are taken from decision makers representing all the relevant partners. A full assessment of the situation and associated risks should be made. The meeting should be documented, actions clearly identified, owned and completed. The meeting record should be shared and updated.

2.5. The Warwickshire County Council Gypsy and Traveller Liaison Team will ensure a document is created on ECINS for every unauthorised encampment. This is in order for the lead agency to log all salient information about the unauthorised encampment, such as, strategy, meetings, discussions, decision making and rationale. The log may also incorporate the Warwickshire Police Site Assessment document that is created by the police. This will be at the discretion and judgement of the Warwickshire Police Gypsy and Traveller Liaison Officer.

2.6. The meeting should clearly define the planned way forward for the next 48 hours whether leading to a scheduled eviction or a tolerated trespass arrangement. The plan should be revisited and revised regularly according to need. A significant incident on the site or raised tensions in the local settled community should give cause to conducting an early review.

2.7. Key issues to take into account are the intentions of the Gypsy and Travelling community, their actual behaviours, any welfare issues and the potential for criminal or anti-social activity associated with the unauthorised encampment. It is also very important to be cognisant of any criminal or anti-social activity being perpetrated by members of the settled community towards the encampment. Such behaviours and disruption will be viewed seriously. Whether the encampment is on land that is private; residential; public or business related is irrelevant. However, it is accepted local authorities have no control over private land owners actions or decisions. Private land owners do have recourse to powers under common law to help resolve the situation.

3. Communication

3.1. Good, timely, communication at all stages of dealing with an unauthorised encampment is vital to ensuring that local residents and businesses and the Gypsy and Traveller community are aware of the actions that are being taken to bring about a positive resolution. This protocol does not seek to prescribe all communication methodologies as the circumstances of each unauthorised encampment will be different and the communications tailored to suit as necessary. However, it should be a key priority when an unauthorised encampment occurs to establish a communication strategy, owned by the lead agency and supported by the other agencies as appropriate. This will provide consistency of communications and allow for a co-ordinated response.

3.2. The lead agency will be responsible for the co-ordination of the communications activities and should ensure clear ownership is established for individual elements, though these may be delivered by other agencies. For example, a leaflet to residents might be produced by the lead agency but delivered within the local area by the police Safer Neighbourhoods Team. A suggested template for a leaflet to residents and businesses is included at Appendix 5.

3.3. It should be recognised that communication is a two-way process and, as such individuals and networks can pass back information in respect of the impact the encampment is having on the local settled communities. Such feedback should be acknowledged and documented and used by the responsible agencies to further assess the encampment and its consequences. Any criminal activity or anti-social behaviour should be reported directly to the police.

3.4. As a general principle, it is important that the public has clear information about the ways in which agencies will deal with unauthorised encampments, before, during and after they occur. This should deal not only with encampments on public/local authority land or the highway, but also provide practical information and guidance for members of the public dealing with encampments on private land.

3.5. Consistency of communication is key to ensuring that conflicting information is avoided. It is preferable that there should be one central 'hub', to which agencies can signpost the public towards and from which updates can be shared. The Warwickshire County Council unauthorised traveller sites web page at <http://www.warwickshire.gov.uk/travellerunauthorisedsites> is the suggested basis for such an information hub, particularly as it allows the public to report encampments online and then be kept directly updated on progress. Local authorities can send updates direct to the WCC Gypsy and Traveller Liaison Team who will then update the web site.

3.6. Effort should be made to communicate with key local networks and individuals who can help convey messages on behalf of the responsible agencies, including elected members. Email, website, social media and direct messaging (for example leaflets distributed to affected residents and businesses) should be considered alongside the traditional print and broadcast media as the circumstances dictate, with the aim of maximising the reach of updates. Information updates should be timely, accurate and concise and signpost towards ways in which further feedback can be given.

4. The Law

4.1. Utilising the most relevant and effective legislation for the unauthorised encampment in question is a matter for the lead agency and its legal advisors. The following, though, may help decision makers in determining the best way forward via a legal route.

- Common Law – can be used by the landowner to regain possession of the land; does not require use of a court; enforced by the landowner or private bailiffs; has no sanctions should trespassers return. This option is available to public bodies but government policy discourages its use.
- Part 55 Civil Procedure Rules – can only be used by the landowner to regain possession of the land; requires a civil court procedure; possession can be enforced by county court bailiffs; no sanctions should trespassers return unless means have been adopted to identify the persons unknown. Sanctions become unavailable after the 3 month period where the court order is valid expires.

- Sections 77 – 78 Criminal Justice and Public Order Act 1994 – can only be used by a local authority on land forming part of the Highway, unoccupied land or occupied land without the consent of the occupier; used to remove identified individuals; magistrates court required when those directed do not leave; possession enforced by local authority; return of campers and or their vehicles within three months carries criminal sanctions.
- Sections 61 – 62 Criminal Justice and Public Order Act 1994 – can only be used by police; on any land except the highway; to direct that persons leave the land and remove any vehicles they have with them or any other property and a failure to do so or a return to the land within three months empowers a Police constable to seize and remove that vehicle; it is not only triggered where there are two or more persons trespassing with 6 or more vehicles but can be triggered where there are two or more persons trespassing and that any of those persons trespassing has caused damage to the land or to property on the land or where they have used threatening, abusive, insulting words or behaviour towards the occupier of the land, a member of the occupier's family or an employee or agent of the occupier; does not require the courts; possession enforced by police; return within three months – criminal sanctions.
- Section 62A-E Criminal Justice and Public Order Act 1994 – can be used by a Senior Police Officer to direct 1 or more trespassers to leave land and take any vehicles with them, but where it appears that the trespassers are in possession or control of caravans, there has to be a suitable pitch available on a relevant site before such a direction can be delivered; can be used on any land; is used for identified individuals and or their vehicles; does not require the courts; possession enforced by the police; return to the local authority area within three months – criminal sanctions.
- Injunction - Can be drafted to prohibit named individuals from engaging in certain activities or behaviours; can be expensive and difficult to obtain; a few local authorities have taken the approach and may be a viable longer term option.

4.2. In considering the legal approach decision makers need to be mindful of Article 8 of the Human Rights Act 1998 and being cognisant of the right to respect for private and family life. Decision makers will also need to be mindful of the fact that Gypsy and Travellers are a recognised ethnic group for the purposes of the Equality Act 2010 for which public bodies have a public sector equality duty.

4.3. For more detail on relevant legislation the document, *'Dealing with illegal and unauthorised encampments – a summary of available powers'* DCLG March 2015 is recommended reading.

5. Data Protection

5.1. All information sharing commitments as made under the Protocol will be compliant and within the parameters of the Data Protection Act 1998 and any future amendments to the Act. It is for the agency sharing information to satisfy itself of that accordingly.

6. Post-Incident Debriefing

6.1. Following the departure of the encampment, within 48 hours a debriefing meeting should be held by the lead agency. This meeting could be virtual, or by way of telephone/video conference. At the very least the lead agency, within 48 hours of the departure of the encampment, should ensure that the ECINS log created for the unauthorised encampment is updated. It is very important that information reflecting what went well, not so well and any lessons learnt is documented. Constant improvement in dealing with unauthorised encampments and information sharing will be golden threads of the debriefing process.

6.2. Whilst action around unauthorised encampments is not at all designed to criminalise any members of the Gypsy and Traveller communities – law breaking will not be tolerated. In that respect as part of the debriefing process it is important the police document and appropriately share information and intelligence in respect of any criminal aspects of the encampment. The police will also utilise the information and intelligence gathered to help build up a picture of the problem across the County. This will help ensure agencies are intelligence led going forward and best placed to make good decisions and use of resources to deal with the challenges posed.

7. Summary

7.1. In summary this protocol seeks to bring cohesion, consistency and sustainable effectiveness to the challenge of dealing with unauthorised encampments. It is absolutely recognised that such encampments can have a very significant and adverse impact on settled communities. Whilst consistent, positive and effective response is imperative it will be in a context of justification, proportionality, legality and absolute necessity. Negotiation should always prevail over any inclination for confrontation. However, criminal behaviour will not be tolerated whether within or outside of the encampment. It is an expectation of this protocol that the police will robustly gather information and intelligence and utilise it positively to neutralise any criminal behaviours.

7.2. The longer term sustainable solutions to unauthorised encampments go beyond the scope of this protocol and probably lie within the realm of national and local government planning and housing strategies. Warwickshire will contribute to the bigger conversation both on a regional and national basis as it is fully recognised and accepted that a wider collaborative approach is needed as part of the overall strategy.

8. Review

8.1. This protocol document will be reviewed every 12 months from the date of adoption.

Appendix 1a: Signatories to Protocol

Signed:Date:

On behalf of Warwickshire Police and Crime Commissioner

Signed:Date:

On behalf of Warwickshire County Council

Signed:Date:

On behalf of Warwickshire Police

Signed:Date:

On behalf of North Warwickshire Borough Council

Signed:Date:

On behalf of Nuneaton & Bedworth Borough Council

Signed:Date:

On behalf of Rugby Borough Council

Signed:Date:

On behalf of Warwick District Council

Signed:Date:

On behalf of Stratford-on-Avon District Council

Signed:Date:

On behalf of Warwickshire Fire and Rescue Service

Appendix 1b: Tactical and Operational leads for use of the Protocol

Organisation	Contact; Role; Address	Phone	E mail
Warwickshire Police and Crime Commissioner	Chris Lewis; Policy and Research Officer; 3, Northgate St., Warwick CV34 4SP	01926 418086 07971 602631	chrislewis@warwickshire.gov.uk
Warwickshire County Council			
Warwickshire Police			
North Warwickshire Borough Council			
Nuneaton & Bedworth Borough Council			
Rugby Borough Council			
Warwick District Council			
Stratford-on-Avon District Council			
Warwickshire Fire and Rescue Service			

Appendix 2: Notification to Authorities of an Unauthorised Encampment

Experience to date shows that in the vast majority of instances when an unauthorised encampment is reported, the police are the first to be notified. Warwickshire Police commence an 'Initial Site Assessment Form'. Warwickshire Police will utilise the form to convey the following information to the relevant authorities:

- Date of arrival of travellers
- Address and location of encampment
- Land ownership
- Number of units and vehicles
- Profile of encampment e.g. numbers of families; business activities; associated equipment/effects; presence of animals
- Intended departure date
- Immediate problems/welfare issues
- Contact details

It is then expected that the ECINS log (see para. 2.5.) created for the unauthorised encampment will be utilised by the lead agency.

Appendix 3: Site Code of Conduct



Unauthorised Encampments

Code of Conduct

To ensure those members of the settled and gypsy and travelling communities can live together in a peaceful and unprejudiced way we expect you to comply with this Code of Conduct. We expect you to treat the land you have occupied with respect, and that you respect the rights and freedoms of other people who also wish to use the area.

Behaviour that may result in your eviction from a site includes the following:

- Camping upon any land designated as a public amenity, such as parks, recreation areas, school fields and similar locations - this is not an exhaustive list.
- Interfering with the rights and freedoms of other members of the public, including interrupting the operation of legitimate businesses.
- Forcing entry to land, by causing damage to any fixtures, fittings or landscaping (including planted areas). This includes digging away of earthwork defences, which have been placed at landowner's expense to prevent trespass.
- Causing any other damage to the land itself, or property on it. Particular care should be taken not to cause damage to those features provided as public amenities.
- Driving vehicles along any footpath, or other highway not specifically designed for road vehicles. This practice is not only unlawful but is also highly dangerous.
- Parking vehicles or caravans on any road, footpath or other highway that causes an obstruction to other people wanting to pass by. This includes parking immediately next to footpaths.
- Burning, dumping or tipping rubbish, waste materials or trade waste such as tree cuttings, rubble, etc. It is your responsibility to keep the site clean and tidy. Council Traveller Liaison Officers can direct you to Civic Amenity Sites (Council Tips) where you will be able to pay to dispose of trade waste.
- Using the area for open toileting. You must NOT deposit or leave human waste in or near this unauthorised encampment area.
- Abuse, intimidation or harassment of any person who is lawfully using the area.
- Excessive noise or other forms of anti-social behaviour especially after 10pm and before 7am.
- Animals that are not kept under control (including dogs fouling public places) or that attack persons lawfully on the land or nearby.
- Interference with electrical, water or gas supplies. Any person(s) found abstracting electricity, or wasting quantities of water may be subject of criminal proceedings.

These principles are the same standards of behaviour that are expected of the settled community. Warwickshire Police are committed to ensuring that all policing issues that affect you are balanced; however behaviour that is deemed unacceptable within society will not be tolerated.

Appendix 3: Guidance Notes

The above Code of Conduct has been successfully used by Warwickshire Police in recent times and it is proposed this document will be suitable for the foreseeable future. Even though the police are not the lead agency in the main, it seems practical for them to continue serving the Code of Conduct on initially attending the site having received the report of the encampment. The following notes are provided to help give guidance to the use of and interpretation of the Code:

The purpose of this code of conduct is to build relationships between all relevant parties and encourage good social behaviours by members of the encampment. Active compliance and cooperation with this code and respect for the site and its neighbours is essential. It should be noted, however, that the literary skills of members of unauthorised encampments can be varied. It cannot be assumed that by physically serving the Code, the process is complete. Verbal explanation should be provided.

Active compliance does not mean that the members of the encampment will be offered a tolerated trespass arrangement. The presumption is that the site will be vacated as soon as possible and ideally within 24 hours. It should be made clear that the failure to follow the Code of Conduct could result in enforcement action against any and all individuals.

Enforcement may include the use of Community Protection Notices. Such action is a relatively new consideration in dealing with unauthorised encampments. These notices were introduced under the Anti-Social Behaviour, Crime & Policing Act 2014 to stop businesses, organisations or individuals over the age of 16 from committing anti-social behaviour which spoils the communities' quality of life. They can be used to deal with most problems or nuisances which negatively impact on or affect the community, by targeting those responsible.

The lead agency may give consideration to the installation of temporary bins and toilets. Such measures could lead to cost savings in the longer term. However, it is fully recognised this is a decision for each local authority dependent on a range of local policy and cost recovery fact.

Damage to property or the environment will not be tolerated. However, Warwickshire Fire and Rescue Service may, dependant on location and circumstances, deem small camp fires as acceptable and safe. Costs for remedying any damage caused should be paid by the group or will lead to eviction from the affected site and all future sites.

Any allegations of criminal behaviour will be reported to the police.

Appendix 4: Information Sharing Meeting Checklist

In undertaking a full assessment of the unauthorised encampment it is recommended that the following topics, as a minimum, are considered in order to achieve a good and comprehensive decision making process. This list is not definitive and decision makers should consider all issues they believe to be relevant in the context of the particular unauthorised encampment that is being considered:

- In relation to the location of encampment – has ownership of the land been confirmed? Has the lead agency been established?
- Is there any particular sensitivity or risks in relation to the site? The level and type of complaints received; associated political issues and pressures may have to be taken into consideration.
- Any significant nuisance related to use of site? e.g. burning of fires/rubbish/ incorrect or illegal disposal of waste materials.
- Any damage to any surrounding properties or places occurred due to the setting up of the encampment?
- Are there stray animals of any description related to the encampment causing public nuisance.
- Are there any safety implications related to site in particular public health issues?
- Are there any relevant planning permissions associated with site?
- What are the travel intentions of the encampment?
- Are any members of the encampment presenting with any welfare issues in relation to health, safeguarding or vulnerability?
- Are there any education requirements to be considered?
- What are the actual numbers of people and vehicles involved with the encampment? Have details been documented where appropriate?
- Has the encampment Code of Conduct been served? Is there any evidence of breach or non-compliance?
- If there are breaches should the police be considering utilising powers under sections 61 and 62 of the Criminal Justice and Public Order Act 1994?

Appendix 5: Template leaflet for residents and businesses

Other local authorities outside of Warwickshire have effectively utilised leaflets in neighbourhoods affected by unauthorised encampments. The following wording may be of use should any Warwickshire lead agency choose to take such an approach:

Unauthorised encampment in your area

Relevant local authority/public body/landowner, Warwickshire Police and your local councillors are aware of the unauthorised encampment in your area.

We want to reassure you that we are working together with the settled and traveller communities to resolve the situation as quickly as possible.

This can take time and may be subject to a legal process.

If you have any issues of anti-social behaviour or crime, please report these to the police on 101.

If you wish to report other issues to your local authority please email email.address@xcouncil.gov.uk or call *[insert number]*

Further updates about the steps the agencies are taking to resolve the situation will be published online at <http://www.warwickshire.gov.uk/travellerunauthorisedsites>

You can also report issues online through this site and provide contact details to be kept directly informed of key developments.

Local Authority

Warwickshire Police

Cabinet

9 November 2017

Loneliness Advisory Group – Terms of Reference

Recommendation

That Cabinet agrees the terms of reference for the Loneliness Advisory Group as set out in the appendix and agrees the Group's size and constitution.

1.0 Background

- 1.1 In his 2017 Annual Report the Director of Public Health offers a definition of loneliness. Having highlighted the link between loneliness and social isolation (LSI) he states, "Loneliness is a psychological state. It is a subjective, negative feeling associated with lack or loss of companionship". He goes on to say that, "loneliness is often associated with increasing age, however, both loneliness and social isolation occur across all age groups. Prevention and early intervention is vital to enable people to live well, remain as independent as possible and reduce the demand on health and social care".
- 1.2 There is now a growing awareness of the factors that can lead to a sense of loneliness. These include personality and cognitive variables, life stages (e.g. retirement, widowhood, diminishing health) social environment, the level and quality of interpersonal engagement and wider social factors such as poverty and access to transport. In older people loneliness is most common amongst:
 - Widows/widowers
 - People with limited contact with family and friends
 - People with low self-esteem
 - People on low income
 - Informal Carers
 - Males
- 1.3 For most people, feelings of LSI are short lived. However, long term LSI can affect health in many ways and can reduce life expectancy. The impact of a lack of social relationships on the risk of mortality is comparable with smoking and alcohol misuse, and exceeds that of physical inactivity and obesity.
- 1.4 Nationally almost 1 in 3 (31%) of the population aged 65 and over are estimated to be lonely 'some of the time' and 7% 'all of the time or often'. In

Warwickshire, this equates to over 43,000 people experiencing some degree of LSI in this age group.

- 1.5 Age UK and The Campaign to End Loneliness (campaigntoendloneliness.org) have proposed a framework to tackle LSI and the challenges of reaching lonely individuals, understanding the nature of their loneliness and developing a personalised response and supporting individuals to access appropriate services. It sets out the full range of interventions needed from stakeholders across the community, beyond the health and social care sector, to support people experiencing, or at risk of experiencing, LSI.

2.0 Motion to Council

- 2.1 At its meeting of 21 September 2017 Council considered a motion on loneliness tabled by Councillor Jerry Roodhouse (Leader of the Liberal Democrat Group). Following a debate in which the significance of loneliness, the efforts being made by various agencies and the positive and negative impact of the way council services are delivered on levels of loneliness were discussed the following resolution was agreed.

“That, in light of the Director of Public Health’s Annual Report 2017, which highlights the impact of loneliness and isolation on people’s health and wellbeing, Council agrees to the establishment of a cross party member group by Cabinet to consider and recommend to Cabinet what steps could be taken to reduce social isolation and loneliness including how we work with partners and the voluntary and community sector on targeted initiatives and the role that public transport plays in this context”

3.0 Terms of Reference for the Loneliness Advisory Group

- 3.1 For the Loneliness Advisory Group to be effective it requires terms of reference that it can work to. These serve to inform others of the form and purpose of the group whilst helping it to maintain its focus.
- 3.2 The, role of the Advisory Group will be to recommend to Cabinet the practical steps that should be taken to reduce LSI. The draft terms of reference are attached as an Appendix.
- 3.3 As a Cabinet advisory group it is suggested that the Portfolio Holder for Adult Social Care and Health would be the appropriate lead and Chair. The Political balance rules do not apply to Cabinet bodies, however if Cabinet wished to appoint in accordance with those rules options would be:

5 members (3 Conservative, 1 Labour, 1 Liberal Democrat)

6 members (4 Conservative, 1 Labour, 1 Liberal Democrat)

7 members (4 Conservative, 1 Labour, 1 Liberal Democrat, 1 Independent or Green)

4.0 Background papers

None

	Name	Contact Information
Report Author	Paul Williams	paulwilliamscl@warwickshire.gov.uk Tel: 01926 418196
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Joint Managing Director	David Carter	davidcarter@warwickshire.gov.uk Tel: 01926 412564
Portfolio Holder	Cllr Les Caborn	cllrcaborn@warwickshire.gov.uk

This report was circulated to the following elected members prior to publication.

Local Members: N/A

Other Members: Councillors Caborn, Redford, Golby, Parsons and Rolfe

Loneliness Advisory Group Terms of Reference

To recommend to Cabinet the practical steps that should be taken to reduce LSI in Warwickshire recognising the financial restraints that the Council is working to and taking into account the OOP2020 savings targets.

In formulating those recommendations the Advisory Group should:-

- I. Review the extent of LSI across Warwickshire with a view to identifying those areas where this is a particular issue.
- II. Develop an understanding of the factors that lead to LSI with particular reference to Warwickshire including the role of public transport in reducing LSI .
- III. Review initiatives being undertaken nationally and locally aimed at tackling LSI.
- IV. Identify opportunities to:
 - Raise awareness amongst WCC staff, councillors and other public sector agencies of LSI.
 - Identify opportunities available within the County Council and across the public sector (District and Borough Councils, NHS etc) to reduce LSI.
 - Seek ways in which partner agencies including those in the voluntary and community sector can assist in reducing LSI.

Cabinet

9 November 2017

Establishment of ESPO Trading Company

Recommendations

It is recommended that:

- a) The decision of the ESPO Management Committee, having reviewed the detailed business case and other documents, to recommend each of the six member authorities to establish a new trading company, be noted;
- b) Approval be given to the establishment of a new trading company, 'ESPO Trading Limited' on the basis outlined in this report and that the Joint Managing Director (Resources) be authorised to agree the terms of and sign the necessary documentation to give effect to this decision;
- c) It be noted that the Board of Directors of the trading company will include five officers, acting as Executive Directors made up as follows:
 - (i) Three officers from ESPO being the following office holders:
 - Director of ESPO
 - Deputy Director and Chief Commercial Officer
 - Assistant Director of Finance and IT
 - (ii) The Director of Corporate Resources (Leicestershire County Council) or his nominee;
 - (iii) An officer nominated by the other Shareholder (member authorities) of ESPO;
- d) Approval be given for arrangements to be put in place to indemnify the ESPO and other Council officers in discharging their role as Executive Directors of the Company;
- e) It be noted that the Shareholders (member authorities) may nominate up to two Non-Executive Directors to serve on the Board of the Company;
- f) It be noted that each of the six member authorities will be equal shareholders in the new Company and that the shareholder representative on the new company will be one elected member from each member authority drawn from the membership of the ESPO Management Committee;

- g) It be noted that the shareholder representatives (Elected Members) will be responsible for taking strategic decisions and agreeing the Annual Business Plan for the Company.

1.0 Key Issues

- 1.1 The purpose of this report is to advise the Cabinet of the recommendations of the ESPO (Eastern Shires Purchasing Organisation) Management Committee and senior officers of the six member councils concerning the establishment of a new company, ESPO Trading Limited.
- 1.2 The report has been written to enable consideration of the matter in public. As such the detailed business case and draft documents necessary to incorporate and begin trading through the company are not appended to this report. These documents have been closely scrutinised by the ESPO Management Committee, and the senior officers and legal and financial teams of each of the six member authorities. With the exception of the business case the other documents necessary to incorporate the company have been drafted by external specialist legal advisors for Leicestershire County Council and shared with all member authorities.
- 1.3 The ESPO Management Committee which comprises two elected members from each of the six member authorities has over the past six months considered the detailed business case that supports the establishment of the new Company. At its meeting on 20th September 2017 the Management Committee, having considered the advice of its Chief Officer Group and independent legal advice, agreed to recommend the establishment of a new company.

2.0 Proposal

- 2.1 ESPO is established as a joint committee set up in accordance with the Local Government Act 1972 and the Local Government Act 2000. Its servicing authority, Leicestershire County Council, is limited to trading under powers in section 1 of the Local Authorities (Goods and Services) Act 1970 with a limited number of organisations defined as public bodies under that Act.
- 2.2 Member authorities of ESPO have the opportunity to explore alternative markets that are not public bodies, by using the powers under:-
- i) Section 4 of the Localism Act 2011 and Section 95 of the Local Government Act 2003 to trade for profit, through the new separate company;
 - ii) Section 3 of the Localism Act 2011 and Section 93 of the Local Government Act 2000 to make a charge through the existing joint committee and servicing authority for goods and services to organisations other than those with which ESPO may trade by virtue of the Local Authority (Goods and Services) Act 1970.

- 2.3 By virtue of being able to trade with organisations in addition to public bodies, ESPO and the new Company will be able to secure ESPO's position in an increasingly competitive market and deliver the growth and profit targets set by the ESPO Management Committee in its Medium Term Financial Strategy.
- 2.4 There will be no cost to any of the member authorities arising from the recommendations in this report, other than £100 each to subscribe for shares in the new Company, as the working capital for the new Company will be met from existing ESPO reserves.
- 2.5 The ESPO Management Committee agreed a target surplus of £6m by 2020/21. Whilst most of this will be achieved by growth rate based on ESPO's existing core business, a number of new projects and initiatives are also needed. It is considered that there is potential for sales growth of around £1 - £1.4m within the first two years of operation of the new ESPO trading company: figures are based on a cautious approach to the selected markets.
- 2.6 More detail is given in the Appendix to this report.

3.0 Timescales associated with the decision and next steps

- 3.1 The ESPO Management Committee on 20 September 2017, agreed to support the creation of ESPO Trading Ltd on the basis as set out above, pending the necessary approvals by the six member authorities. Each authority is taking a report to its appropriate member body.

Background papers

None

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Joint Managing Director	David Carter	davidcarter@warwickshire.gov.uk 01926 412564
Portfolio Holder	Peter Butlin	cllrbutlin@warwickshire.gov.uk 01926 410410

The report was circulated to the following members prior to publication:

Local Member(s): N/A

Other members: Timms, Butlin, Boad, O'Rourke, Singh Birdi

Background

1. Leicestershire County Council established joint arrangements for the purchase of goods and supplies and the provision of agreed services by forming a joint committee with Lincolnshire County Council, Cambridgeshire County Council, Norfolk County Council, Warwickshire County Council and Peterborough City Council, which has the trading name the Eastern Shires Purchasing Organisation (ESPO). A joint committee was established in accordance with section 102 of the Local Government Act 1972.
2. ESPO is a public sector buying organisation operating as a Local Government Committee, jointly owned by six local authorities. As it is not a separate legal entity its functions are performed through Leicestershire County Council, which acts as the Servicing Authority to the joint committee.
3. Its main objective is the provision of a professional, comprehensive value for money purchasing, contracting and supplies service for its member authorities and other public bodies under the provisions of the Local Authority Goods and Services Act 1970. It does so by providing access to a catalogue containing nearly 27,000 product lines and over 150 framework solutions.
4. In financial terms ESPO not only has a statutory duty to recover its operating costs but also to keep these to a minimum commensurate with the level of service required and the long term development of the business. Any surpluses accrued are distributed to the member authorities in line with an agreed formula after a proportion of the profits have been set aside for a development reserve and as working capital. Last year ESPO generated a profit of nearly £4.2m of which £2.8m was distributed to the member authorities.
5. ESPO now trades successfully on a self-funded basis and is recognised as one of the leading public sector buying organisations in the country, supplying to a broad range of customers principally in the education sector. However, as its sole power to trade through its Servicing Authority is under the Local Authorities (Goods and Services) Act 1970 as a joint committee, ESPO is limited to being able to trade with organisations identified and listed under that Act. This list is updated from time to time but is strictly limited and does not include all contracting authorities that wish to buy ESPO's goods and services, such as central government departments. Whilst the Act and joint committee facilitated ESPO's creation of the organisation, it is also constrained by its constitution and structure and can trade only with other public bodies in the UK. This market is shrinking as local authority resources reduce and services are outsourced to private or voluntary sector organisations.

New Trading Company

6. Restriction on trading has led ESPO's Management Committee to explore alternative markets: potential customers that are not public bodies. These fall into two groups:-
 - (a) customers that are not contracting authorities, such as charities and others in the voluntary sector, using alternative powers to trade through a separate company; and
 - (b) charging those that are contracting authorities but not public bodies, such as central government departments, on a cost recovery basis, using alternative powers to charge that do not require the use of a company.
7. The charging model for 16(b) above enables ESPO to continue to serve its existing customers from the wider public sector on a non-commercial basis. It is not intended as a means for actively pursuing commercial growth, rather to enable those customers to continue using ESPO as a public sector supplier. Charging will be based on the guidance laid down by the Chartered Institute for Finance and Accountancy (CIPFA).
8. In 2015/16 the ESPO Management Committee set a target to achieve a surplus of £6m by 2020/21. Whilst most of this (£4million) will be achieved by growth rate based on ESPO's existing core business, new projects and initiatives will be needed to deliver the target surplus. These include:-
 - Creation of a Private Trading Arm
 - Automation in Warehouse (in progress)
 - Personalised Procurement Service (PPS) (marketing activity)
 - International Sourcing (business as usual buying activity)
 - Mergers and Acquisitions (reviewed as opportunities arise).
9. The creation of ESPO Trading Ltd. is one of the key projects intended to drive future growth. Through it, ESPO intends to exploit the opportunity to trade in current products and services, through its existing infrastructure, but to new markets and customers. It will also allow ESPO to trade with confidence with organisations with a public sector ethos, but which are not designated as 'Public Bodies' under the Local Authority (Goods and Services) Act 1970.

Structure, Management and Staffing of the new company

10. The Company will be a separate legal person, distinct from the local authorities that comprise ESPO's joint committee. The Company's operations, whilst related to those of ESPO, will not be governed by the Consortium Agreement. Instead, the Companies Act 2006 and the Company's Articles of Association will regulate in part the relationship between the local authorities who are or subscribe to become shareholders in the Company. Overlaying these, a shareholders' agreement will complete the relationship between the shareholders.

11. The activities of the Company will be restricted to those agreed in a business plan that the shareholders will review and update when they determine.
12. Each shareholder will subscribe for an equal number of shares in the Company. Any prospective shareholder in the Company must join ESPO's joint committee, if not already a member, and agree to become bound by the shareholder agreement and the Consortium Agreement.
13. Control of the Company will be split between the shareholders and a Board of Directors. The Board of Directors will be responsible for the day-to-day management of the Company. It will comprise of up to five officers employed by the shareholders, three representing ESPO, one nominated by Leicestershire County Council and one nominated by the remaining shareholders. Each category of director must be present for the Board to be quorate.
14. In addition, shareholders will appoint two Non-Executive Directors to the Board and may appoint observers to attend Board meetings. Observers appointed will not have the right to speak or vote at Board meetings.
15. Shareholders will take strategic decisions in general meetings of the Company, where an elected member will represent each shareholder. This provides the option for shareholders to arrange for member participation in general meetings to coordinate with the separate management of ESPO through its Management Committee. These strategic decisions will concern matters reserved to shareholders and set out as such in the shareholders' agreement.
16. The shareholders agreement also describes: how the directors of the Company will determine the distribution of the Company's profits as dividends to shareholders; the financial information to be provided to shareholders; the limitations on shareholders' ability to transfer shares to others and the potential for shareholders to be required to transfer shares if they cease to be members of ESPO's joint committee or act in breach of the shareholders' agreement; the mechanism for settling any dispute; and arrangements, should the Company be wound up.
17. The primary objective of the new Company is to legally trade outside of ESPO's current boundaries. It is not envisaged as an employment vehicle. It is intended that current ESPO employees will continue to be employed by Leicestershire County Council as the Servicing Authority. If additional staffing and resources are required to fulfil operational and governance requirements of the new company, a tax efficient transfer-pricing model will be adopted, under which a recharge will be made between the new Company and ESPO.
18. Leicestershire County Council (on behalf of ESPO) and ESPO Trading Ltd. will need to enter a management agreement under which the Council provides all the services and goods to the Company. ESPO Trading Ltd will, at least in the short term, simply be a shell company with no employees or assets as a necessary requirement of statute in order to act for a commercial purpose.

Business Case

19. ESPO is an established, well known and reputable brand in its current markets of education, local government and the wider public sector.
20. ESPO provides a catalogue offer for goods. It also provides procurement services, primarily in the form of access to a range of frameworks (agreements with providers or a range of providers, enabling buyers to order services without running full tendering exercises). Frameworks enable customers to access goods and services by contracting directly with the supplier.
21. The education market accounts for the majority of ESPO's catalogue business. This market has been declining in recent years, reflecting real-term reductions in funding per pupil. According to the Institute for Fiscal Studies, this market is forecast to decline by 8% over the next five years.
22. ESPO's MTFS has financial growth expectations for which it has set a target to increase its market share. ESPO intends to obtain these new sales by accessing new customer markets through ESPO Trading Ltd.
23. ESPO Trading Ltd will prioritise the marketing of existing products where there is already a high level of internal experience. The impact on the organisation will therefore be limited with ESPO already well positioned to form a foundation on which ESPO Trading Ltd can be established and developed relatively easily.
24. Utilising the current products, staffing, and overall infrastructure will enable ESPO to enter the new and extended markets by simply extending its existing offer to new customers. Rather than being a new supplier in the market, ESPO Trading Ltd will simply be a new way of trading, and as such will not be subject to the barriers to entry most new company's face.
25. ESPO's competitors now trade with both private and public sector customers. They have already set out that public sector education providers can trade with private customers, so the work has been done to establish this as a viable proposition to the customers targeted. In addition, the attractive price point by which ESPO is known will also remain, making the sales pitches less difficult and will make converting new customers more achievable.
26. With the majority of ESPO's current catalogue sales in education, it has a good range of products to offer to the private, charitable and voluntary sectors. ESPO Trading Ltd also provides opportunities to expand the business, offering familiar products to organisations that fall outside the scope of public bodies and contracting authorities.
27. ESPO has examined its current trading trends and markets as well as those that will be most suited to ESPO Trading Ltd and, through a process of filtration and funnelling, has prioritised its target customer groups.

28. The commercial opportunities or target markets identified for the new Company are broadly: education sector collaboration, independent sector diversification, residential care, charities and volunteering groups, as well as potential for international education sector trade and the wider offering of framework solutions to private sector users. All of these draw on the existing infrastructure and skillsets within ESPO while addressing the legal limitations to trade within the current constitution.
29. ESPO's strong brand has performed well in the UK education market and is recognised in the wider public sector for its extensive framework solutions and individual contracts. The branding will feature in all marketing strategies in new growth areas.

Summary of Sales Growth potential in years 1 and 2

30. The consolidated commercial opportunities for growth outlined above equate to a combined indicative turnover of £1m to £1.4m. This is based on a cautious approach to the selected markets:

	£m	
	Year 1	Year 2
Education via collaboration		
Region A	0.104	0.156
Region B	0.175	0.260
Region C	0.300	0.450
Education via diversification	0.140	0.210
Care, Charity and local private sector	0.281	0.350
	1.000	1.426

31. Through the 'Charging' aspect of this proposal, catalogue sales and rebate income on frameworks will also be protected. Those customer types that are not included within the Local Government Goods and Services Act 1970 list of public bodies, but which nevertheless appear to be public bodies, could be transferred from ESPO to ESPO Trading Ltd or continue to be served under a 'Charging' mechanism.

Finance

32. The proposed share capital of ESPO Trading Ltd is 600 shares of £1 each held equally by each of the six member authorities. Working capital for ESPO Trading Ltd will come from ESPO's existing reserves through a mechanism which will reflect commercial rates.
33. ESPO Trading Ltd will operate within the assets of ESPO and therefore under the same IT systems and processes as ESPO.

Governance – Practical Considerations

34. As stated earlier, ESPO Trading Ltd will not require a Servicing Authority. Instead, it will be governed by the Companies Act 2006, its Articles of Association, its shareholders' agreement, decisions of the shareholders in general meetings and by written resolution, and decisions of its Board of Directors.
35. As member authorities are also shareholders, each will have similar influence over ESPO Trading Ltd as they currently do over ESPO. It is therefore expected that these two entities will work under parallel but complementary systems ensuring good governance control.
36. The practicalities of running ESPO Trading Ltd are such that it would make sense for its governance arrangements to follow the meeting cycle and governance of the existing ESPO Management Committee and that matters relating to the new Company should be a separate item on the agenda for those meetings.

Risk Assessment

37. If there is a failure of management to ensure proper governance such as being non-compliant with legislation (e.g. Health and Safety, Data Protection, Employment, Freedom of Information), this would result in fines and possibly legal action. This could make it difficult to obtain insurance cover or could increase premiums. The risk of this is, however, mitigated by the oversight provided by the Internal Audit of Governance arrangements, preparation of the Annual Governance Statement and the regular liaison meetings with the Servicing Authority.
38. There is also the possibility that existing customers loyal to ESPO for its public sector ethos may perceive the creation of a private trading company as tarnishing its public sector credentials leading to loss of business. This will be managed by appropriate marketing within both ESPO and ESPO Trading Ltd to ensure that customers understand that ESPO's commitment to the public sector is still at its core.
39. If ESPO Trading Ltd fails to achieve its business plan, then there is the possibility that ESPO would be unable to pay dividends to its members in line with the MTFS and unable to pay its suppliers. In addition, substantial interest charges could be incurred on borrowings and aggressive credit control practices would be required to maintain cash-flow.
40. This risk will be mitigated by balancing planned annual incomes and expenditure to ensure ESPO continues to generate trading surpluses and positive cash flows in line with its MTFS, maintaining robust customer credit control procedures and aged debtor reporting. Daily monitoring of Orders and Lines and weekly and monthly reporting of incomes and trading results against budget and target will also ensure that management have a detailed overview of the business and are able to course correct throughout the year as needed.

41. If ESPO Trading Ltd fails to achieve proper segregation from ESPO, this could result in inaccurate accounts, qualified audit reports, and an incorrect calculation of dividends. The risk of this happening will be minimised by employing Internal Audit investigations and Standard Operating Procedures designed to address segregation of duties.
42. There is also the risk of mergers in the market and emerging competitors coming from within existing key partners but as with ESPO itself, management will continue to undertake market monitoring and benchmarking.
43. While there are a range of risks as set out above, the Management Committee was satisfied that the proposed method of establishing ESPO Trading Ltd and its business model will ensure that risks are mitigated by control measures. Its risk profile will be within acceptable tolerances and will receive the same rigorous monitoring and audit as recommended by Leicestershire County Council's Internal Audit.

Legal Issues

44. Legal Advice has been obtained on the formation of the company from external specialist commercial solicitors who have worked closely with Leicestershire County Council's in house legal team. This has enabled assurance in relation to the vires, regulatory, constitutional and governance issues arising from the proposed company formation.
45. As progress towards incorporation of the trading company is made, there will be a requirement for ongoing legal and regulatory advice. Thereafter, once incorporation has taken place, the Company will require its own separate and independent legal advice.
46. The legal rationale for the trading company and the statutory limitations on trading as a joint committee are as set out in the report.

Conclusion

47. There is an underlying trend of volume decline in the core education marketplace and while ESPO continues to hold and even grow its market share, ESPO's Management Committee has agreed that continued growth will need to be underpinned by the development of new projects and initiatives. ESPO Trading Ltd is a cornerstone to ward off decline and to contribute towards ESPO's projected surplus growth being delivered to its members.
48. The member authorities' legal officers have scrutinised the legal basis for charging within ESPO and have been working with Browne Jacobson, independent legal advisors, to shape the shareholder agreement, articles of association and deed of variation required to establish a company, having due regard for the ESPO Management Committee Consortium Agreement and Constitution.

49. Having presented this groundwork to the Management Committee on 20 September 2017, they agreed to support the creation of ESPO Trading Ltd on the basis as set out above, pending the necessary approvals by the six member authorities.
50. Once established, ESPO Trading Ltd will complement the existing operation and facilitate commercial opportunities which are currently not accessible via the existing consortium arrangement.

Cabinet

9 November 2017

Receipt of Report of Local Government and Social Care Ombudsman

Recommendation

That the action plan following the publication of the Report of the Local Government and Social Care Ombudsman on 11 October 2017 as outlined in paragraph 3 of the report be approved.

1.0 Background

1.1 Mr and Mrs X were Warwickshire County Council registered foster carers. They looked after child Y during 2015. Child Y was a pupil at a school 4.6 miles from the foster home. Warwickshire expected the foster carers to transport Child Y to school and considered that the cost of doing so was met via their fostering allowances. These allowances had been set at a rate that was intended to cover reasonable transport costs. Mr and Mrs X complained that they were not paid an additional sum for transporting the child to and from school.

2.0 The Complaint

2.1 The complaint was investigated under the Council's complaints and representations procedures and was not upheld. Mr and Mrs X then took their complaint to the Local Government and Social Care Ombudsman. Mr and Mrs X drew the Ombudsman's attention to various documents not considered within the complaints investigation. These showed a degree of inconsistency within the documentation and practice around the provision of transport for fostered children in the county.

2.2 Fostering allowances in Warwickshire are paid at a level that is higher than the Government's recommended minimum allowance. These allowances include an element for the transport of fostered children generally. It was intended that this included the cost of transporting children to and from school. Some fostered children live within walking distance of their school and so their foster carers do not incur school transport costs. For some children the County Council provides bespoke transport at no cost to the foster carer (in

accordance with the specific needs of the child) and so their foster carers also do not incur school transport costs.

2.3 The education legislation expects that school transport be provided for eligible children at no cost to the child's carer. So foster carers who transport eligible children to school should not be out of pocket for doing so. All Warwickshire County Council foster carers are paid the same basic allowance (depending on the age of the child) regardless of whether they provide transport or not. Thus it has been impossible to demonstrate that the County Council was not leaving carers of eligible children out of pocket in real terms. They would clearly be out of pocket when compared with those foster carers who do not provide school transport for eligible children.

2.4 The Local Government and Social Care Ombudsman found fault causing injustice and made the following recommendations:

2.5 *"47. We recommend within three months of the date of this report the Council:*

- (a) apologise to Mr and Mrs X for the faults we have identified; and*
- (b) reimburse them the travel allowance for the period they transported Y to and from Y's school at a rate of 40p per mile.*

48. As there are faults in the Council's policy and practice that may have disadvantaged other foster carers, we recommend within three months of our final decision the Council:

- (a) review its Foster Care Finance Handbook, school transport policy and its procedures to ensure looked after children who are 'eligible' children receive the free home to school transport they are entitled to;*
- (b) write to all its foster carers inviting them to complain to the Council if they believe they were wrongly denied free home to school transport for their foster children who were 'eligible' from 2015 onwards. The Council should consider each case on its merits, explain its decision to the foster carer in writing and signpost those carers who remain dissatisfied to us; and*
- (c) ensure foster carers receive clear information about allowances and expenses payable and how to access them before the child is placed to enable them to make informed decisions.*

49. The Council has accepted our recommendations but says it will take longer than three months to complete the recommendation in paragraph 48a. The Council is to conduct a review of school transport for all children in September 2017. It hopes to have the new school transport policy in place by September 2018. It says until the review it will treat its foster carers in the

same way it treats parents in its area. We will monitor the Council's progress against these recommendations until we are satisfied it has completed them.

50. The Council must consider the report and confirm within three months the action it has taken or proposes to take. The Council should consider the report at its full Council or Cabinet and we will require evidence of this"

- 2.6 The full report of the Local Government and Social Care Ombudsman is attached. The County Council is required to make this available for public inspection and to place public notices in the local press as well as bring the report to Cabinet for consideration. Arrangements have been made to comply with these expectations.

3.0 Response to the Recommendations:

- 3.1 Queen's Counsel considered the findings of the Local Government and Social Care Ombudsman and broadly agrees with them. The County Council must therefore take steps to address the deficiencies in our current approach.
- 3.2 A written apology was sent to Mr and Mrs X on the 18th July 2017 and they were invited to confirm their claim for the mileage undertaken when transporting Child Y to school.
- 3.3 A letter will be sent to all Warwickshire County Council foster-carers explaining the decision and inviting them to claim for any school transport undertaken for eligible children during the relevant time period. These costs will be reimbursed at the same rate as the County Council currently pays parents for transporting eligible children. They will be advised of their right to complain if they remain unhappy with the provision.
- 3.4 A letter will be sent to current Warwickshire County Council foster-carers inviting them to claim for any school transport they provide for eligible children in the future. For an interim period they will continue to receive an unchanged fostering allowance as well as the additional payment for any school transport provided to an eligible child.
- 3.5 The County Council will now need to move to a system where eligible children are provided with school transport at demonstrably no cost to their foster-carers. Consideration will need to be given to reviewing the fostering allowance scheme to take account of this shift. New processes will need to be implemented to ensure that foster-carers are neither out of pocket, nor being paid for transport they are not providing, going forward. It is proposed that we will now enter into a consultation with foster-carers and other stakeholders with a view to devising a suitable scheme which is lawful and affordable.
- 3.6 It is planned that this consultation will take place between November and December 2017 and that a report will be brought to Cabinet in February 2018 with the new scheme in place by the 1 April 2018. The additional costs arising from this decision in 2017/18 will be met from the school transport budget for

looked after children, any financial implications in 2018/19 and beyond will need to be considered as part of the 2018/19 budget process.

- 3.7 It should be noted that any changes to the fostering allowances will have an impact on allowances paid to special guardians other people caring for children with financial support from the County Council as these allowances are linked to the basic fostering allowance.
- 3.8 The deficiencies identified in the County Council's documentation and guidance will be addressed. New documents, clarifying the interim arrangements, are now live. Staff in the children's team and fostering service will be briefed in relation to the changes. These will need to be changed again to reflect the new allowances and processes following the review and implementation of a new scheme in April 2018.

4.0 Background Papers

None

5.0 Appendix

The Report of the Local Government and Social Care Ombudsman of 11 October 2017.

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**Report by the Local Government and Social
Care Ombudsman**

**Investigation into a complaint against
Warwickshire County Council
(reference number: 16 006 379)**

11 August 2017

The Ombudsman's role

For 40 years the Ombudsman has independently and impartially investigated complaints. We effectively resolve disputes about councils and other bodies in our jurisdiction by recommending redress which is proportionate, appropriate and reasonable based on all the facts of the complaint. Our service is free of charge.

Each case which comes to the Ombudsman is different and we take the individual needs and circumstances of the person complaining to us into account when we make recommendations to remedy injustice caused by fault.

We have no legal power to force councils to follow our recommendations, but they almost always do. Some of the things we might ask a council to do are:

- > apologise
- > pay a financial remedy
- > improve its procedures so similar problems don't happen again.

Investigation into complaint number 16 006 379 against Warwickshire County Council

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Section 30 of the 1974 Local Government Act says that a report should not normally name or identify any person. The people involved in this complaint are referred to by a letter or job role.

Key to names used

Mr and Mrs X – foster carers for the Council and the complainants

Y – a foster child Mr and Mrs X cared for from 2015 to 2016

Report summary

Council's fostering services and school transport

The Council refused to provide free school transport for Mr and Mrs X to take a child they fostered to the school Y attended. Y's school was beyond the statutory walking distance and the Council had insisted Y remain at this school during Y's foster placement. Over the year the child lived with them, Mr and Mrs X travelled 3,045 miles taking Y to school. The Council wrongly insisted foster carers must use the child's fostering allowance to provide transport to school when they were eligible for free school transport. This was against the requirements set out in the Education Act 1996 and the Council's own policy. The Council's policy and practice was confusing and contradictory. Other foster carers in the Council's area may also have been affected by these faults.

Finding

Fault found causing injustice and recommendations made.

Recommendations

To remedy the injustice to Mr and Mrs X the Council should:

- apologise to Mr and Mrs X for the faults we have identified; and
- reimburse them the travel allowance for the period they transported Y to and from Y's school at a rate of 40p per mile.

To remedy the injustice to others the Council should:

- review its Foster Care Finance Handbook, school transport policy and its procedures to ensure looked after children who are 'eligible' children receive the free home to school transport they are entitled to;
- write to all its foster carers inviting them to complain to the Council if they believe they were wrongly denied free home to school transport for their foster children who were 'eligible' from 2015 onwards. The Council should consider each case on its merits, explain its decision to the foster carer in writing and signpost those carers who remain dissatisfied to us; and
- ensure foster carers receive clear information about allowances and expenses payable and how to access them before the child is placed to enable them to make informed decisions.

The Council has accepted our recommendations.

Introduction

1. Mr and Mrs X, who are foster carers for the Council, complain the Council failed to provide them with appropriate financial support to take a looked after child to Y's school in 2015 and 2016. The child's school was 4.6 miles from their home. The Council said Mr and Mrs X should pay for the transport out of the fostering allowance it paid them to care for the child.
2. Mr and Mrs X say the Council has left them with out of pocket expenses when they expected to receive a mileage rate. If so, they would have received £1,218.

Legal and administrative background

The Ombudsman's role and powers

3. We investigate complaints about 'maladministration' and 'service failure'. In this report, we have used the word fault to refer to these. We must also consider whether any fault has had an adverse impact on the person making the complaint. We refer to this as 'injustice'. If there has been fault which has caused an injustice, we may suggest a remedy. (**Local Government Act 1974, sections 26(1) and 26A(1), as amended**)
4. We may investigate matters coming to our attention during an investigation, if we consider that a member of the public who has not complained may have suffered an injustice as a result. (Local Government Act 1974, section 26D and 34E, as amended)
5. We cannot question whether a council's decision is right or wrong simply because the complainant disagrees with it. We must consider whether there was fault in the way the decision was reached. (Local Government Act 1974, section 34(3), as amended)

The law on school transport

6. Section 508B(1) of the Education Act 1996 (the Act) says when a child is an 'eligible' child councils must make:

*"such travel arrangements as they consider necessary in order to secure that suitable home to school travel arrangements, for the purpose of facilitating the child's attendance at the relevant educational establishment in relation to him, are made and **provided free of charge in relation to the child** [our emphasis]"*.

7. Schedule 35B of the Act explains an 'eligible' child under section 508B is a child of compulsory school age:
 - a. who is a registered pupil at a qualifying school which is not within walking distance of their home. This distance is two miles for children under the age of eight and three miles for those aged eight and over.
 - b. for whom the local council has not made suitable arrangements for the child to become a registered pupil at a qualifying school nearer to their home.

The Council's Foster Care Finance Handbook 2015

8. Of relevance to this case, the Council's Foster Care Finance Handbook states:

1. HOW THE WEEKLY ALLOWANCES SHOULD BE USED

1.1 Maintenance

This payment is to contribute to food, light, transport, general living costs and wear and tear on everyday household items e.g. bedding and decoration for the child's bedroom.

1.2 Education Transport

All applications for Education Transport have to be made by the child's allocated social worker and authorised by the operations manager.

....b) For Looked After children from pre-reception to 19 years in full time education, the Education Department will fund the transport costs regardless of whether they are attending a Warwickshire school or a school outside of the county as long as the distance criteria are met.

1.4 Combined allowance

....The clothing and Personal Allowance should be considered together and administered to meet the child's needs. This could include, although this is not an exhaustive list.... top up transport costs as agreed with the child's social worker....

How we considered this complaint

9. We produced this report after examining relevant files and documents and speaking to the complainants.
10. We gave the complainants and the Council a confidential draft of this report and invited them to comment. We took their comments into account before finalising the report.

Investigation

11. Mr and Mrs X have been foster carers for the Council for many years. Foster carers receive a fostering allowance to pay for the needs of the child and a fostering fee to recognise their professional skills.
12. In 2012 and 2013 the Council wrote to all its foster carers. It said it expected them to meet **all** the costs associated with caring for the child in their care from the fostering allowance they received.
13. In September 2015 the Council asked Mr and Mrs X to care for a young child, Y.
14. The Council's Placement Plan for Y, completed by Y's Social Worker on the day the Council placed Y with Mr and Mrs X, stated:

- a. it had decided to keep Y at Y's original primary school, 4.6 miles from Mr and Mrs X's home. This would provide Y with some stability and contact with an older sibling.
 - b. *"carers are responsible for transporting [Y] to and from school"*.
 - c. *"Has the carer signed the school transport form?" "Yes"*. The Council has since told us this was marked in error but says it shows a discussion about school transport took place with the Social Worker. Mr and Mrs X say the Social Worker completed this section before she gave them the Placement Plan or had any discussion with them about transport.
 - d. *"Finance"* listing certain non-weekly personal allowances such as birthday, festival, holiday and day trips. There was no mention of any additional payments to Mr and Mrs X for home to school travel costs.
15. There are no records of what the Social Worker told Mr and Mrs X about school transport expenses before or at the time of Y's placement in September 2015, apart from the Placement Plan. This Social Worker no longer works for the Council.
 16. Mr and Mrs X recall the Social Worker asked them to transport Y to school. They agreed. They believed it would help Y for them to have regular contact with Y's school. They thought the Social Worker was asking if they would be prepared to take the time and trouble to transport Y to school. They say it was not clear the Council expected them to pay the costs out of Y's fostering allowance which they received to care for Y.
 17. In November 2015 Mr and Mrs X asked the Council to pay them the travel allowance mileage rate for transporting Y to school. Their fostering Social Worker wrote to a senior officer in December 2015 to say she felt the distance Mr and Mrs X were being asked to travel to take Y to school was outside what was expected of them. The Council refused saying it expected foster carers to pay the school transport costs from the child's fostering allowance in all but 'exceptional circumstances'. The Council decided their circumstances were not exceptional.
 18. Mr and Mrs X say they covered 3,045 miles over the year Y lived with them, transporting Y the 10 mile round trip to and from school twice a day. The Council pays a travel allowance at 40p per mile. They believe the Council should therefore have paid them £1,218 and they should not have had to fund this out of the fostering allowance the Council paid them to care for Y.
 19. Mr and Mrs X complained to the Council. In May 2016 the Council's investigation found:
 - a. its Foster Care Finance Handbook allowed foster carers to use part of the child's fostering allowance known as the combined allowance to top up transport costs as agreed by the child's social worker. (The Handbook does not define specific criteria that would qualify carers to use this top up.)
 - b. it had not defined how much mileage a foster carer would need to travel with a child before it was 'exceptional'.

- c. it had insisted foster carers provide school transport from the fostering allowances since 2014. The investigation noted the Manager and Social Workers involved in the case were not aware of this change until late 2015. Even in March 2016, Council Officers were still asking if the Council had a policy on school transport costs for foster carers.
 - d. it failed to set out to Mr and Mrs X that they would have to pay the home to school travel costs out of Y's fostering allowance at the time of placement.
20. The Council's complaint investigation recommended the Council apologise to Mr and Mrs X for failing to consistently share with foster carers and its Social Workers the criteria for paying home to school travel costs. It said the Council should provide guidance on what would constitute an 'exceptional' journey to warrant a mileage allowance.
21. In May 2016 the Council wrote to all its foster carers asking them to volunteer to transport children to school themselves and the Council would cover the costs in order to reduce its school transport budget. In response to our enquiries, the Council says it offers some free school transport to looked after children in some circumstances. It told us none of its foster carers offered to transport their foster children to school.

Conclusions

The Council failed to meet its duty to Y as an 'eligible' child

22. The Council's position is foster carers must pay for all transport, including home to school transport, out of the fostering allowance they receive for the child in all but 'exceptional' circumstances. It fails to give examples of what would constitute an exceptional circumstance or distance.
23. Y was less than 8 years old and attended a school more than two miles from Mr and Mrs X's home. Y's Placement Plan shows the Council insisted Y remain at Y's old school because everyone recognised it was in Y's best interests. As Y lived beyond the statutory walking distance and the Council did not make any arrangements for Y to become a registered pupil at a nearer school Y was an 'eligible' child under Schedule 35B of the Act.
24. As an 'eligible' child Y was entitled to receive home to school transport under section 508B of the Act "*free of charge*". By insisting Mr and Mrs X use money from Y's fostering allowance, which it paid at the same rate as other carers who did not care for 'eligible' children, the Council failed to provide the school transport free of charge.
25. When the Council placed Y with Mr and Mrs X, it decided Y should stay at Y's old school. Y was not expected to walk to school because the school was more than 2 miles from Mr and Mrs X's home. Y was entitled to free transport.
26. The Council said Mr and Mrs X should meet the cost of taking Y to school from Y's maintenance allowance. Maintenance allowance is a payment foster carers receive to meet the needs of the child they care for. The Council does not pay more for children who

are 'eligible' for free transport. After Mr and Mrs X had met the cost of Y's school transport from Y's maintenance allowance, Y had less money than other foster children who go to school closer to their foster homes. The Council has not provided the transport "*free of charge*" as required by the Act. This was fault.

27. The Council should review its school transport arrangements for looked after children and maintenance allowance payments to ensure that 'eligible' children receive free school transport.
28. Section 508B(4)(b) of the Act says councils can only pay parents to provide transport for 'eligible' children if the parents agree to receive a payment rather than the transport. The Council must therefore ensure that foster parents agree to receive a payment for transporting 'eligible' children in their care to school rather than the transport. Foster parents caring for an 'eligible' child should receive a transport payment calculated in the same way as any other parent of an 'eligible' child.
29. The Council must not treat foster carers and their foster children differently from other parents. 'Eligible' foster children must not receive less maintenance allowance than other foster children who attend schools closer to their foster homes.
30. The Council says it, and many other councils, had operated this system of using fostering allowance for school transport to looked after children who were also 'eligible' for free school transport. It says it did so in good faith based on its interpretation of the advice available regarding fostering allowances and what the allowance should be used for. It had believed the advice was that for most children, the school transport costs would be included in the fostering allowances paid by councils for caring for foster children.
31. Councils could allow the fostering allowance to be used to fund school transport costs for looked after children who attend school below the statutory walking distance but where the foster carer has chosen to transport the child to school. We can envisage it is also possible for councils to include a payment for school transport within their fostering allowance for ease of administration, if the foster carer has agreed to accept a mileage allowance. However, to ensure councils provide school transport free of charge (section 508B(1)) to 'eligible' children, they would need to consider the extra costs incurred by the carer. By paying the same rate of fostering allowance to carers, whether or not they care for an 'eligible' child and without consideration of the distances involved, councils would not meet this requirement for the transport to be provided free of charge.
32. The Council accepts our findings. We welcome the Council's response to our investigation. We are issuing this report to highlight the issue to those other councils who may have failed to realise their obligations to provide free school transport to 'eligible' children, regardless of whether they are looked after children.

The Council failed to give Mr and Mrs X sufficient information before placing the child with them

33. Standard 28 of the Fostering Service: National Minimum Standards 2011 says foster carers should receive clear information about allowances and expenses payable and how to access them “before” the child is placed.
34. The Council believed the Placement Plan was clear that Mr and Mrs X would have to transport Y to school at their own expense and would receive no transport allowance. However, Mr and Mrs X say this was not their understanding. They believed they had only agreed to take the time and trouble to transport Y, not to fund it out of the fostering allowance they received to care for Y.
35. There are no contemporaneous notes of what was discussed between Y’s Social Worker and Mr and Mrs X about school transport when Y was placed with them in September 2015, only the Placement Plan. That was fault.
36. Whatever was discussed before the Council placed Y with Mr and Mrs X, it was at fault. It could not insist Mr and Mr X pay for Y’s home to school transport from Y’s fostering allowance as Y was an ‘eligible’ child and must receive this transport free of charge.

The Council’s policy and practice is flawed

37. The Council’s Foster Care Finance Handbook:
 - a. says among other things, the weekly fostering allowance can be used for transport (paragraph 1.1).
 - b. makes a distinction about **school** transport. It says all applications for Education Transport have to be made by the child’s allocated Social Worker and authorised by the Operations Manager (paragraph 1.2(b)).
38. The Council’s Social Worker did not complete an application for ‘education transport’ as stated in paragraph 1.2(b) of its Handbook. The Handbook states the Education Department would fund the transport when the distance criteria were met. Y met the distance criteria as Y’s school was beyond the statutory walking distance and the Council had not made arrangements for Y to attend a nearer school. Therefore, the Council’s Education Department should have met the costs of Y’s school transport.
39. Instead, the Council relied upon the part of its Handbook at paragraph 1.4 which states foster carers should use the combined allowance part of the fostering allowance to meet the child’s needs including “*top up transport costs*”. It has ignored what paragraph 1.2(b) says about education transport.
40. The Handbook and how the Council applied it was not clear to its foster carers and staff. Its practice of refusing to provide free home to school transport to ‘eligible’ children who happen to be foster children does not comply with the obligations under section 508B of the Education Act 1996 or its Handbook.

41. The Council wrote to all foster carers in 2012 and 2013 to say it expected them to meet **all** the costs associated with caring for the child from the fostering allowance they received. The Council's approach of insisting all foster carers fund all school transport is flawed where the children cared for are 'eligible' children.
42. The Council's letter to foster carers in May 2016 shows it did not apply this policy equally to all foster carers. The letter asked foster carers who received free transport to consider asking for a travel allowance instead of the Council providing a vehicle. It shows some foster carers received school transport from the Council and were therefore not required to fund the transport out of the child's fostering allowance. The Council says it tends to provide school transport when carers cannot get two foster children to two different schools. The Council has the **power** under other parts of the Education Act 1996 (section 508C) or could use powers under the Children Act 1989 to provide support to get its looked after children to school under such circumstances. However, this approach fails to address those cases where the foster child is 'eligible' for free school transport by virtue of living beyond the statutory walking distance and so it is under a **duty** to provide free home to school transport.
43. The Council's refusal to fund Mr and Mrs X's school transport costs for Y was fault. It did not comply with the law, the statutory guidance or the Council's Handbook. The Council failed to interpret the law correctly and failed to implement its policy clearly or fairly.
44. The Council accepts its policies and procedures around the provision of school transport for looked after children are problematic. It accepts its internal paperwork and guidance to carers and social workers is confusing and contradictory.

Injustice

45. Over the year Mr and Mrs X cared for Y they travelled 3,045 miles transporting Y to and from school. The Council's failure to provide Y with free school transport has caused them a financial disadvantage. Other foster carers working for the Council may also be affected by these faults.

Decision

46. There was fault by the Council causing an injustice to Mr and Mrs X. Other foster carers in the Council's area may have been affected by the same fault.

Recommendations

47. We recommend within three months of the date of this report the Council:
 - a. apologise to Mr and Mrs X for the faults we have identified; and
 - b. reimburse them the travel allowance for the period they transported Y to and from Y's school at a rate of 40p per mile.

48. As there are faults in the Council's policy and practice that may have disadvantaged other foster carers, we recommend within three months of our final decision the Council:
- a. review its Foster Care Finance Handbook, school transport policy and its procedures to ensure looked after children who are 'eligible' children receive the free home to school transport they are entitled to;
 - b. write to all its foster carers inviting them to complain to the Council if they believe they were wrongly denied free home to school transport for their foster children who were 'eligible' from 2015 onwards. The Council should consider each case on its merits, explain its decision to the foster carer in writing and signpost those carers who remain dissatisfied to us; and
 - c. ensure foster carers receive clear information about allowances and expenses payable and how to access them before the child is placed to enable them to make informed decisions.
49. The Council has accepted our recommendations but says it will take longer than three months to complete the recommendation in paragraph 48a. The Council is to conduct a review of school transport for all children in September 2017. It hopes to have the new school transport policy in place by September 2018. It says until the review it will treat its foster carers in the same way it treats parents in its area. We will monitor the Council's progress against these recommendations until we are satisfied it has completed them.
50. The Council must consider the report and confirm within three months the action it has taken or proposes to take. The Council should consider the report at its full Council or Cabinet and we will require evidence of this. (*Local Government Act 1974, section 31(2), as amended*)